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Personnel Management and Methods

Strikes and Bargains—IPM Conference Report

Community dues: 61 firms pay up

Teamwork must start at the top

Harlow: room to grow

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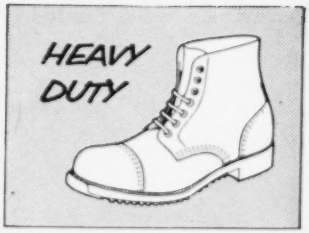

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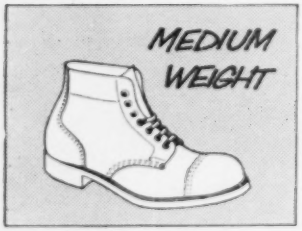

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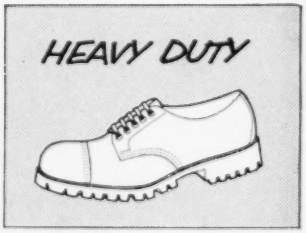

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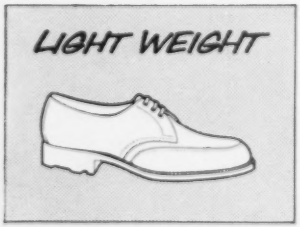

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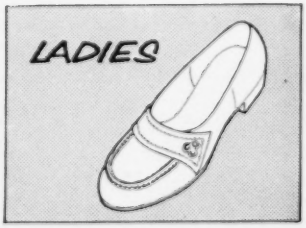

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Personnel Management and Methods

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November 1960

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PERSONNEL MANAGEMENT AND METHODS

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news and comment

by Colin Balfour

THE charter season is here. Last month, surprisingly conformist, I was one of a well-known group who shed a few over the dreams of the NUM charter for industrial relations. Now it's the housewife's turn for a charter: soon she will know at a glance the weight of a purchase as easily as she can gauge what is whiter than white. Next on the charter bill is Alan Beaton, Scottish director of Personnel Administration Ltd., who is looking for an industrial charter: I think I will join him.

"As a man's service for a company extends, so also should his period of security of employment be lengthened. This is not only good human relations, but good business sense. The longer a man has been with a particular company, the greater his loyalty and skill". If a man's services are no longer required in one field, Mr. Beaton feels that "it is surely a managerial responsibility to see that he is re-trained for use in some other aspect of the business".

We are always hearing far too much about apprentices, and such a lot about raw youth and training generally (*pace* the Albemarle and Crowther reports), that it is time someone, in addition to Mr. Beaton, began singing the song of re-training. After all, if full employment is to continue in this country, we will have to depend on re-trained 40- and 50-year-olds for a few years yet to maintain our present grip on world markets. Re-training was possible during the last war, so why is it practically ignored today? Perhaps if we were to measure ourselves and our colleagues by Lord Reith's standard—"I want to be fully stretched"—it would do industry more good than all the productivity drives combined.

Yet there is one major snag, to Mr. Beaton's mind. "Present arrangements in this country for handling the deployment of labour between one factory and another belong more to the Victorian era than the 20th century and the much-vaunted Atomic age".

RETAIL stores, banks, hospitals—even the London Stock Exchange—are going in for personnel management, according to Mr. Leslie Stephens, director of the IPM. A splendid trend to be welcomed—but what a mountain of work these new pioneers will face.

Take Mr. J. N. Appelbe, for instance; he is personnel officer at St. Thomas's Hospital, a senior teaching hospital in London—and doyen in this specialized field. He says that 500 years ago the principle was established of giving a culpable employee a warning and a second chance before taking the grave step of dismissal. "Whilst in these enlightened days, it is only too common in hospitals for a

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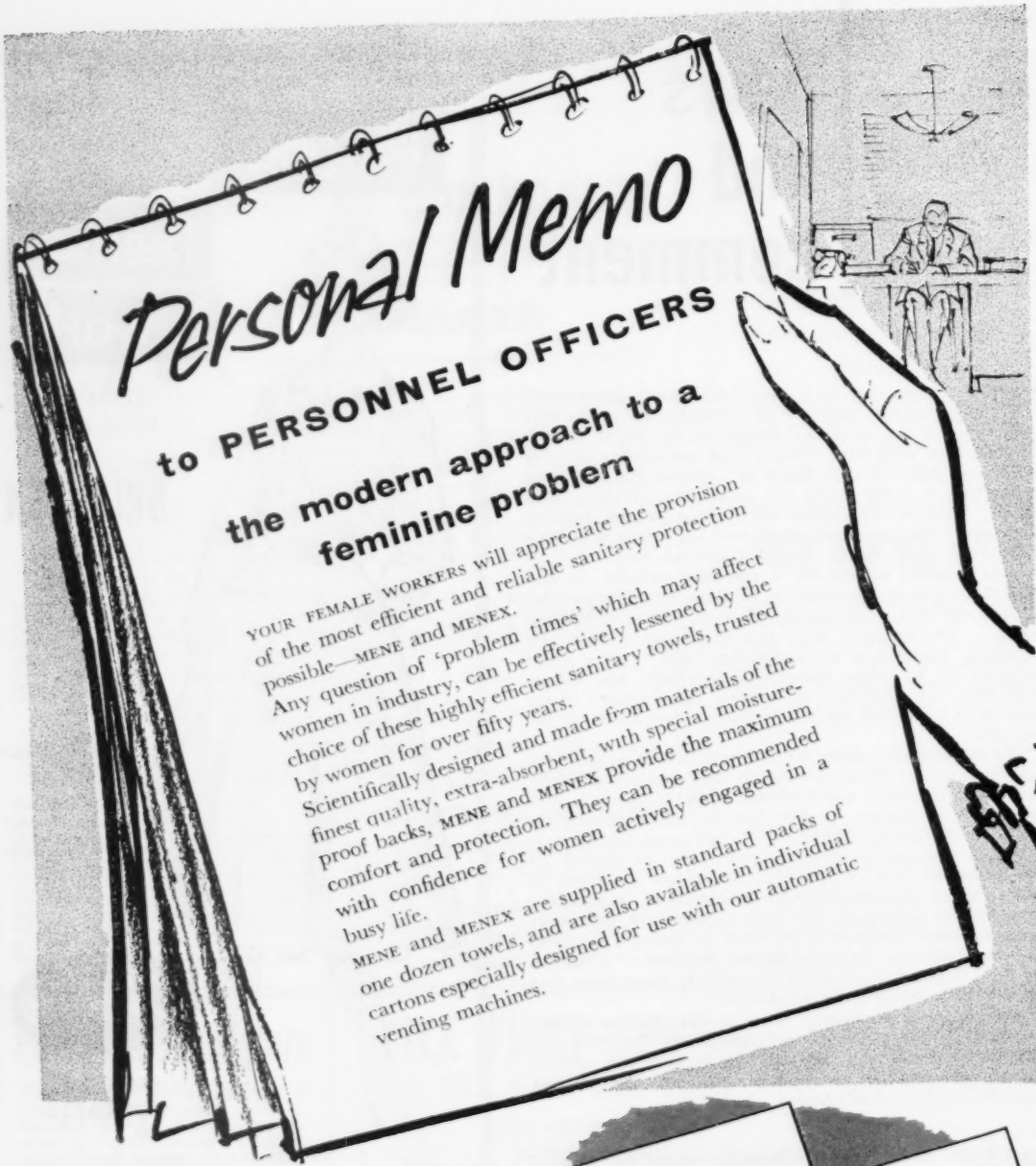
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Mene REGD. **Menex** SOLUBLE

by Colin Balfour

news and comment

first offender to be dismissed without being given any opportunity to mend his ways and not repeat his offence". Where are the Nightingales of yester-year?

AN anecdote I was told last week suggests that it is as difficult for well-qualified individuals to secure appointments with some firms as it was for Professor Gluckman to enter New Guinea. A colleague was chatting to the personnel manager of a firm engaged on Government work. He asked what security checks were made on job applicants and the manager's reply was this: "There is no such thing as a security check here. The Government does not admit these investigations take place. We have Government contracts: we can admit no system of checking. But I can tell you that some people don't get jobs here". My grandmother had a partiality for red-flannel. Does that make me a bad risk?

WOULD you like t obe a Wise Owl? Or do you prefer membership of the Golden Eye Club? In the North American continent there are 18,000 Wise Owls who owe the preservation of their sight to the wearing of protective eye-wear: the club is extending its membership, through the British Safety Council, to the U.K.

As 6,184 eye injuries were reported in British firms during 1959, RoSPA has launched the Golden Eye Club with similar owlish aims. A 'Y.Z. Club' has also been formed for those who have successfully avoided a head injury: there were 72 fatalities caused by falling objects during 1959. Obviously, it is a warning to get equipped to become eligible—just in case.

MORE than a handful of personnel managers and pensions officers must be up to their necks in 'pension troubles'. Speaking in the House, recently, the Minister of Pensions warned that certificates for contracting out of the State scheme had been issued to cover only 756,096 employees. Out of the working population of some 23 millions, it would appear that the next five months will be an anxious time for those, late in the queue, who will have decided to get out but will be without the necessary certificate next April. This means, of course, that they will have to fall in for a time anyway.

WHAT can you do when workers start helping themselves to your products (or the ingredients), and it is clearly an aid to efficiency? Unhappy Eric Lincoln, managing director of a firm making beer shampoos, has stopped his female employees dipping their cups into the precious amber. Their manageress is reported to have "ordered an extra gallon" because the beer-break boosted morale and "they're a wonderful crowd of workers". The conflict caused a token strike.

In the months ahead, Mr. Lincoln will have a second problem, whatever he decides about the beer/morale issue. How is he to be sure, in his selection, that he is not recruiting alcoholics posing as shampoo-lovers to get inside?

What will ABSENTEEISM Cost your company this week

- **Disruption of work-flow**
- **Reduced efficiency**
- **Loss of output and valuable orders**

all adding up to tens, hundreds or perhaps, thousands of pounds.

What can be done to combat this problem? More and more progressive companies are helping their staffs to resist colds, 'flu, and other absence-causing ailments that stem from nutritional deficiencies by supplying NATROVITE tablets—and *nutritional deficiencies of these kinds are more common than at first imagined.*

+ Illadvisably followed reducing diets lacking essential nutrients necessary for good health.
+ Single persons or those who live alone and do not bother to prepare adequate meals.
+ Those who take improperly cooked or prepared food in restaurants.

NATROVITE tablets taken regularly, will help to ward off seasonal ailments in a safe, harmless way—raise resistance to colds, 'flu and bronchial conditions and the development of more serious troubles, for they contain more of the natural factors essential to good health than other vitamin preparations.

NATROVITE tablets are based on a highly successful formula which uses the essence of the most nutritional foods available, ROSE HIPS—YEAST—LIVER—FISH LIVER OILS—BONE MEAL and many more.

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Simply ask your secretary to send us the approximate number of your staff, and without obligation you will receive a quotation based on supplying one, two or three months' supply—made up in sealed packets to preserve maximum potencies. On acceptance, they will come to you at a big saving over the usual retail prices.

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Personnel Management

IN HARLOW

by S. M. G. Macdonnell

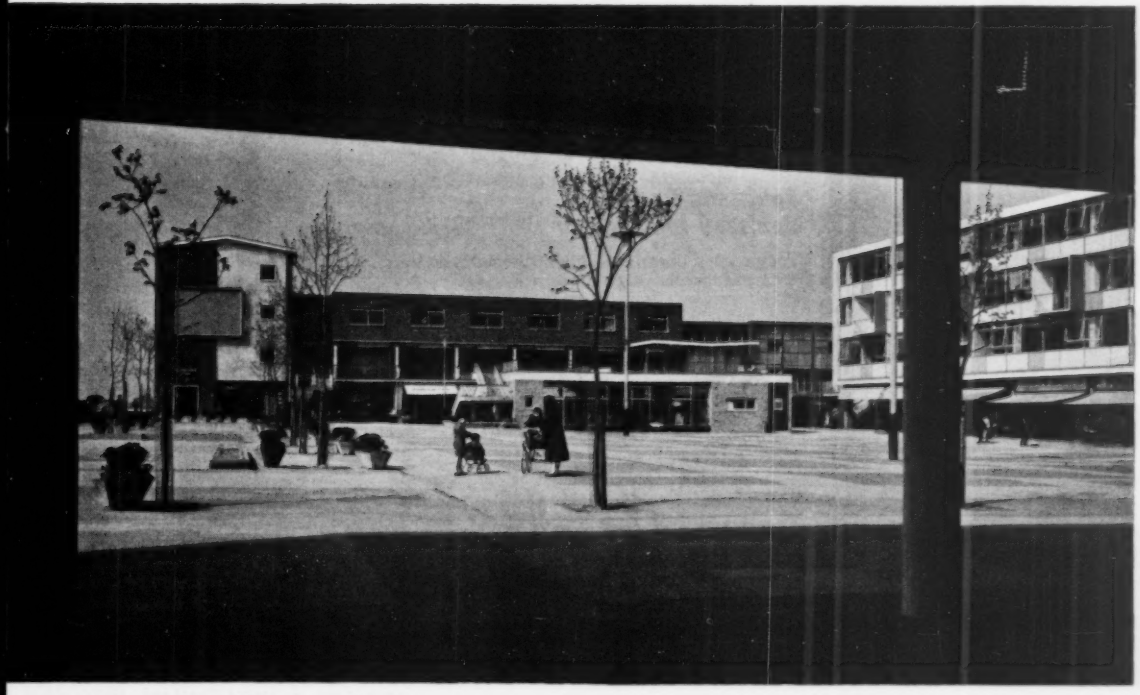
WHERE employing a man often means taking on his family —that is Harlow in Essex, a town whose personnel problems are inextricably fused with its social problems. Communities without old people are unbalanced; and employers feel this when family illness keeps a man away from work because there is no 'nurse' in the family. Then there are the high prices (the cost of living is higher than in many London boroughs) which must be matched with high wages. And since this town, like many a new housing estate, has been ravaged by the H.P. pirates, the door-to-door 'pantechnicon boys', fully committed purchasers in unskilled employment will sometimes change jobs for a penny on the rate.

But the glory of Harlow is the dominant characteristic that it offers room to grow, in a degree of comfort that is calculated and assured. Was there ever such a town with comparable elbow-room for people and employers? No one can doubt the huge success of this planned community after entering its almost glamorous factories and speaking to those who work in them.

In fact, this place should not be judged by its skyline, or by what its village-minded neighbours think; but on the judgment of those who chose to live and work in what is the most self-contained of the New Towns. The children have no quarrel with the green spaces; the wives have houses that are bright and work; and the workers have factories that many would not mind calling home. The dream that has been realized in Harlow was not founded on an open-cheque book; and to sense the opposing forces, you only have to look out of your office window in this town and read, in monster letters on a passing bus, "Work in Town, Go Up and Down by Green Line". Not everyone has been on the side of the planners!

Created as an alternative to urban congestion, its Development Corporation has been criticized for delaying the

Wives in Harlow, finding contemporary building visually boring and the life simple, are a major influence on labour-turnover



Important wherever women's toilet facilities are provided

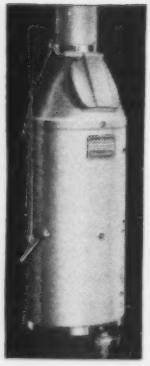
The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.

Southalls Automatic Vending Machine

The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

Vender

32⅜" high, 5⅛" wide, 4½" deep.
Price £10.17.0d (net carriage paid). Machines for soluble and other types of towels available.



Southalls Gas Sanitary Incinerator

Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

Incinerator

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Price £26 (net carriage paid).
Electric incinerators also available.

Southalls (BIRMINGHAM) LTD.

DEPT. PM, CHARFORD MILLS, BIRMINGHAM 8

ANOTHER S&N PRODUCT

Personnel Management

IN HARLOW

electrification scheme for the rail-journey to Liverpool Street. Whether they did resist is not my concern but I did find, among Harlow employers, a real anxiety which is focussed on November 21.

On this day, when the electric line comes into full public service, the commuter's journey will be cut from 41 to 33 minutes; and I do not doubt that more than one personnel officer in Harlow will remember Christmas Day, 1960, as D-day plus 34. Some local industrialists say that it takes as long to cross the New Town, with its skeleton bus service, as it takes to travel to London. Others have confidence in those who are still grateful that Harlow gave their young family the chance of a lifetime, and this has formed a bond. In any case, most firms there already pay London rates.

THE second company to go to Harlow, **Revertex Ltd.,** make synthetic emulsions, resins and compounds for toys, wallpaper, shipbuilding, etc., and, instead of the 80 they first employed, now there are some 230 on their books. Before the war, processing rubber latex was their business. When Malaya fell to the Japanese, they set to, finding a synthetic latex—their part in the war effort. Intending to give up their successful work in 1945, they had reckoned without the lightning development of the emulsion paint industry.

From a small wartime factory near King's Cross they moved to Balham and, afterwards, to Slough. They had a plot at Welwyn—and no building permit; and then the Board of Trade said: "Have you heard about Harlow?" "It was a great step forward for us and for those who first came out into lodgings." Already, they have used up four acres of their seven-acre site.

"Good wages and a reputation as good employers give us a waiting list for vacancies. You could call us philanthropic but I think we'd do it anyway". That is the sort of firm this is, wide-awake and bounding forward; but looking after their employees wisely without random applications of the good drug welfare. **Mr. D. I. Swainsbury,** factory manager, said: "We are not against overtime. Gives a chap a little jam on his bread. But regular overtime commits you to a higher standard of living". And who will climb down willingly these affluent days? The dangers are obvious when even short-term increases are pledged to finance houses.

I was amazed to hear what a few shillings can do to increase a firm's recruiting power in Harlow. Revertex had a company bonus, paid immediately before the annual holidays, in November and again in February (when the profits for the year were known). In some years, the three instalments constituted a substantial increase to a man's wage. This bonus has now been averaged out and incorporated in the rates. When a position for a chemical process worker was advertised in a local paper, mentioning the new rate, Revertex were staggered to receive over 200 replies. Cash counts in Harlow and loyalty to the firm is more likely to affect only the senior staff.

Though he has not really suffered through the slowness of the Industrial Selection Scheme at Harlow, Mr. Swainsbury feels that it could be critical for a firm with a high labour-turnover. The Scheme channels all vacancies through the local labour exchange, and if local resources are inadequate, the North London 'catchment area' exchanges are circulated. Countrywide recruitment and advertising in the national and trade Press is the third stage, which is often delayed.

About two years ago, Revertex lost about a dozen out of 110 people when some were bitten by the emigration bug. More than half of this batch of adventurers have since returned and this operation has had a stabilizing effect on the remainder. As a matter of fact, current competition is so stiff for Revertex, that they must carry a research staff of 70: this emphasis on research applies to a number of Harlow firms and the researchers are one of the anchors to the town's labour.

IN **Mr. L. Mawson,** company secretary, **A. C. Cossor Ltd.,** radio, television and radar manufacturers, have a past-master of newtownmanship, as he was formerly secretary of the Corby Development Corporation six years ago. In fact, there is a second connection in that Henry Chisholm, who is chairman and managing director of Cossor, is also chairman of the Corby Corporation. One weekend in November, 1958, accounts and production moved from Highbury on the Friday and started in Harlow on the Monday, an exercise involving 800 people. "We still have 100 coming out from Town—the 'Traveller's Club' —and executives come from all sorts of places".

Security is strict with Cossor but I am sure that employees derive some prestige from this screening; it does afford a certain group-status. Engineers from Poland, India, Spain, China, Pakistan and Italy work here and it seems an agreeable workplace. As Mr. Mawson remarked: "One of our lads was in a car crash. He rescued the lady victim from the flames of the other vehicle and, as a result, he is now in Roehampton Hospital. His colleagues have organized a taxi service with their cars so that his wife does not miss a visiting session. There's not much wrong with a firm where that happens!"

ANOTHER prominent firm, **Key Glassworks Ltd.,** may soon be bothered by their labour-turnover because advertisements last Spring, quoting 'housing within four months', seem false to the men from Scotland and the Midlands who are now struggling to run two homes. Nobody's fault, really, because the Development Corporation is doing its best to make houses available. This is a case of recruitment in good faith turning sour through 'town trouble'. But it is amongst the latecomers that Key Glass experience their turnover. **Mr. Ken Joyce,** personnel manager, knows that "those who were in glass before have stuck. The baker from Lewisham who came just for the house, had no tie with his work and no loyalty to the Company. The original movers have stayed".

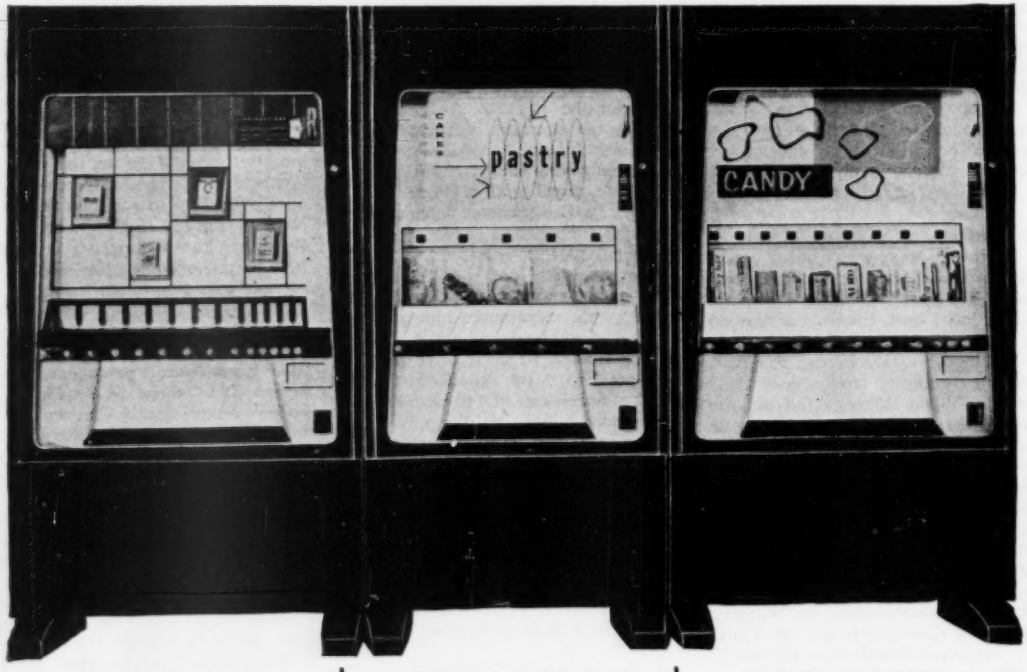
This works has a curious history. A little firm, employing no more than 250, was bought up by Key Glass when the Labour Government was sliding and money was tight. West Ham Borough Council gave them marching orders; and now they employ 1,200.

When they moved, this personnel manager had a headache because, for a time, some employees lived in London and worked in Harlow and *vice versa*. (The Development Corporation had arranged coach tours for the first 250 people to see Harlow.) When Key Glass started up in the town, one hour's single time (each way) was paid to the travellers. Housing problems had not occupied Mr. Joyce before. Since the Harlow move, he has had to deal with a totally different labour-turnover. "To become a sorter at New Cross was

for the big sales the display!

GLOSTER'S money-making trio gives you both for consistent, heavy profits

Built to be noticed right round the clock—days, nights, weekends too! These smart Gloster Venders attract really *big* business with their tempting showcase displays. Let 'em see the goods and you'll sell the goods *fast* from a Gloster machine. Start *Gloster* Vending. It's a great name for greater profit!



Vending Cigarettes

Gloster Cigarette Machine VM.21 sells at 3 different prices in multiple combinations of coins. 14 columns vend standard, small and King sizes in various packs. Considered the finest manual cigarette merchandiser yet manufactured.

Vending Pastries

Gloster Pastry Machine VM.25 showcase vender features 15 or 20 shelves per column, adjustable to accommodate bulky or unusual package sizes. Manually operated, with rugged, positive coin mechanism. Can be set to sell at 6d. and 1/-.

Vending Sweets

Gloster Candy Machine VM.22 showcase vender has capacity for 190 candy and 100-170 gum and mints. This machine can stimulate sales by as much as 20% and more on location. Vends at 2 prices: 6d. and 1/-.

For complete details of these three fine machines, write or call: DEPT. PM2

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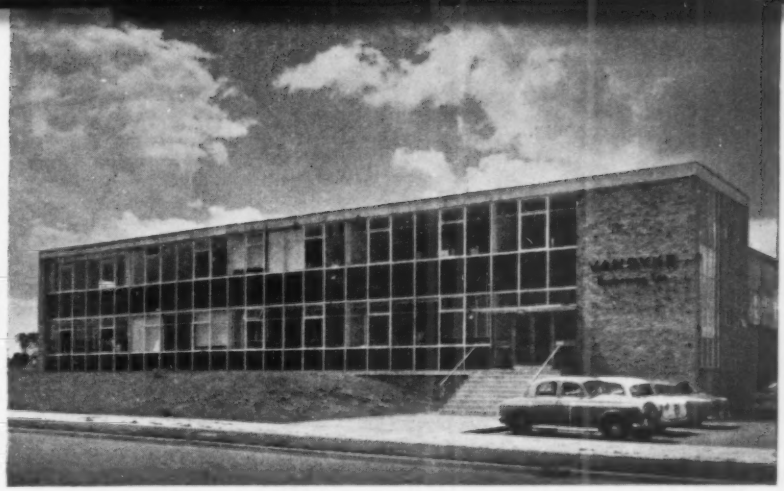
IN HARLOW



Vandyke employees have exchanged a dingy, North London mews for this

to have a job of pride. It had status. There was promotion to the job. But that has changed". Men sort for the money today and a firm relying on its respect for long-service to weather storms can run into trouble. In my experience, excessive attention to long-service qualifications usually breeds a mediocre middle management.

Extremely paternalistic for such a young firm, this Key Glass unit provides free meals for staff, a generous non-contributory accident scheme (50 per cent of gross wage for the hourly paid), a free repair service for safety boots and most of the other benefits fashionable among firms in this class. Maybe this is an attempt at blanket compensation because so far Key Glass is the one firm on night-work production in the town—and one of the 'dirtier' factories too—so that a fight must be waged against low morale.

FABULOUS must be the word for **Dorstel Press Ltd.,** bookbinders, who employed five women and six men in 1952 and have 380 employees today. Started in 1947, this business was contained in "just a couple of lock-up garages". Personnel work can be equated with trade-union negotiation in this firm. "When we moved from Catford we agreed on a closed-shop here", said **Mr. R. F. Strudwick,** executive director and secretary.

"We recruited women here and skilled men from London—(there is a 50/50 dilution), but we're lucky, I suppose, in the union we deal with. The Printing and Bookbinding Workers' Union does not seem to regard the employer as a natural enemy."

"It costs about £50 for a man to move out here and another £50 for the return if he does not fit for some reason, so if there is any doubt about capabilities or temperament—we do not risk an appointment. We've never had a big wastage on the men's side and apprentices (roughly one to every 20 journeymen) cover wastage and expansion. Most minor problems we settle by supervision through the chapel-fathers, the rest come through to me. But we never lack co-operation in a production crisis. What I've found over the years is, if you want something done, have them up and tell them. They always try to get something for themselves. It's only natural".

Mr. Strudwick is "no great believer in 'circulars to workers'", and he takes care to have some sort of meeting with the unions once a week.

SEEKING suitable premises ever since a land-mine destroyed their London factory, **Cyclax Ltd.,** was eager to try Harlow—and their original 12 working at their new factory have been joined by a further 90. Founded in 1896, this is the oldest British cosmetics manufacturer and they are justifiably proud that all their products satisfy B.P. standards. "After all, a woman only has one face. And when you consider how much of her lipstick goes into her digestive system, you must see that what you sell is not harmful." **Mr. T. Newman,** factory manager, who controls staff and regulates production, from raw materials to dispatch, is typical of the London convert to Harlow.

After half a century in Town, and only a few years in the Essex countryside, Mr. Newman finds that he has been conditioned to rural life (to his surprise); and that when he spends a half-day in London occasionally, he invariably returns with a headache. This reaction was echoed by many managers in the town.

But although this remarkable appreciation of the clear skies and uncluttered streets of the new town may keep workers in Harlow, it does nothing to prevent them from circulating locally. "Someone offers them more money and they're gone," said Mr. Newman, referring particularly to married women workers. That is why he tends to prefer older persons because "out of every six recruited, three will go soon, two will be off some time, and one will be an asset to the Company".

THE rise of **Vandyke Engineering Ltd.,** has been as dramatic as that of Dorstel Press—from a cramped mews in Finchley to a fine factory for its expanded work in sheet metal, electronic precision engineering—and the works director, **Mr. E. Kindler,** a whole-hearted Harlow enthusiast, has a refreshing, undoctrinaire attitude to personnel. He looks upon his own job as "the conversion of hours into pounds", and he goes about it with great energy.

When selecting a man—and, when your labour grows from a handful to 100 swiftly, selection is often a sort of screening—Mr. Kindler "tries to get close to a man". He may take the applicant to lunch where he will make an intensive effort to see what the man is made of. A seriousness that may scare the timid is implied in this uninhibited but intelligent scrutiny, but Mr. Kindler is not above "picking a redhead because he had a twinkle in his eye. Puts a bit of life into a place. If it's all work it's bound to get everyone down a bit. You need a livener". A shrewd, amateur viewpoint you may think, but what about another dictum from the same source: "You know, personnel managers tend to become employees".

IT was an expansion move for **Greaves & Thomas,** the furniture makers, who brought 300 workers out from Clapton, though they still have about 50 who travel daily to Harlow in their own coach (the firm ran it for 18 months). With their roots "well and

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IN HARLOW

truly in London", these travellers are mostly middle-aged men with teenage children who would not care to sunder all the personal relationships they have in Clapton.

Mr. G. L. Brand, who has been with the Company for over 20 years, was transferred from London and resulting from a major Company re-organization, was appointed Personnel Officer early this year. He believes "you cannot call yourself personnel manager unless you are qualified" and admirably fills his own position.

This factory's labour force was built up to a strength of 400 until the recession early in 1959. As a result of short-time working, 60 operators left the Company and in many cases found work outside the Harlow Estate, some going to Vauxhall Motors in Luton. In May 1959, after discussion with the unions, the Company reviewed the labour situation and when declaring redundant a further 30 operators, introduced a new system of payment. In effect, this provided every employee with a fixed basic rate of pay based upon the average received during full-time working in the previous year. In addition, arrangements were made by the Company to act as temporary banker in the event of sickness and short-time working. This scheme is still in operation and has worked well.

I was not surprised to find Mr. Brand voice the commonly held opinion that "the Development Corporation is one of the most co-operative bodies you could encounter.

YET another firm with a growth problem was **Electrical Remote Control Ltd.,** who make electrical timing equipment. They have even moved since going to Harlow and have taken a factory with greater possibilities than existed on the Eastern Industrial Estate. Even so, their business is closely connected with several industries and the depressions in the car and radio trade, for instance, have twice caused redundancy.

But working for **Mr. J. K. Chuchla,** managing director of Electrical Remote Control, cannot be so bad because the paid-off workers always go back. "We pay what we can afford and we are a friendly firm. I don't suppose factory discipline is over-strict". He sympathizes with those who, like the dozen who accompanied him from Clapton, gave up poor accommodation but also left controlled rents which were sometimes low.

This group has felt the pinch in Harlow where rents are economic. Mr. Chuchla is sure that the attractive factory premises and the lure of good housing have helped him in recruiting skilled workers; but he is resigned to a permanent shortage of technical sales staff. Strange because such persons would have a good management to work for. Their non-contributory sickness insurance—40 per cent of your wages for a year or for two years if you have an accident—indicates a thoughtfulness not over-common in Harlow.

"ANY big recession in the consumer industries will knock new towns such as this. We feel the slowing down in the furniture trade pretty quickly." The experience of **Mr. H. L. Robinson,** managing director of **Arlington Plastics Ltd.,** makers of what is commonly known as leathercloth, is based on the year he has spent at Harlow. ICI have about half the market in this commodity and out of the eight chief combatants, fighting for the rest of the field, Arlington Plastics come third.

They started up in Stoke Newington and brought 60 from London—a further 60 were recruited and about two-thirds of them accepted the bait of housing.

"People stay with us because it is clean work, day work; the work conditions and pay are good. There is no union representation to management. We tend to look upon a man's union, if he has one, just as we regard an employee's religion. Our aim is to look after those on our books, to see that they are satisfied with the deal". The previous managing director's brother was a solicitor and a solicitor's letter cost employees nothing. This tradition has stuck, but it is indicative of a benevolence that Mr. Robinson does not fully endorse.

A potential difficulty he considers is the reluctance of executives to move to Harlow. The slightly austere look of the place and the absence of 'managers' houses' in the early days tempted incoming executives to live in Epping, Broxbourne or in the Roding villages.

His own sales manager travels from Harrow daily. Executives in other firms come from Maldon, from Whitton and one even made a car-dash daily from Hassocks (near Brighton) for a spell. I can imagine that one or all of these executives might grow tired of the journey and their firm at the same time with serious consequences. "The top men tend to regard Harlow as 'the place where our work has brought us'".

MANY couples who live in Harlow were themselves lodgers for years, and the last thing they want is to share their new homes with strangers. Understandable, but nevertheless a problem for **Mr. G. A. Cockburn,** personnel officer in the instrumentation division of **AEI Ltd.** With student interchange, he is forced to pay £8 a week and more for students to live for a few months in Epping hotels.

"We find men doing overtime eagerly but not happily—to keep up H.P. payments. And the cost of living? I have had to increase my housekeeping budget by almost 50 per cent—we lived in Wembley before—so I can see why they want higher wages.

"We would not normally go far for semi-skilled people as we are compelled to in Harlow. And it takes three months to get your man sometimes. But we build up warily. No problems are obscured and, when we interview someone, it's not him we're talking to but his family. We must be honest with people".

Although Mr. Cockburn is often anxious about the distance (and expense) separating Harlow couples and their parents, which mean lost time during family illness or confinements, he knows this is a price Harlow firms must pay. "There is no rhythm here yet but problems are clear cut and easy to recognize if not to deal with". Of course, the big company stability helps a lot. A shop-steward may write to his opposite number in Trafford Park and be told that "we had that thrashed out in 1927 you know!". And again: "those who have seen this place grow from the cows in the car-park stage are very, very pleased".

WHEN **British Oxygen Gases Ltd.** transferred from Edmonton, personnel manager, **Mr. I. A. Millar,** and **Mr. D. G. Wright,** senior personnel officer, clearly did everything possible to reduce personal hardship. Individual interviews, time to decide, a choice of four types of houses—as this scheme was the pilot before the projected switch of some 1,400 employees in 1962. Since some Harlow workers have

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IN HARLOW

just learned that they may have to leave for Cricklewood, I will not dwell on this firm's policy.

I had the impression when I was with the British Oxygen executives prior to the reorganization that caused this recent upheaval, that a great steam-roller, loaded with decisions, would soon be driven out from the Board room. Going a long time now, British Oxygen is the sort of firm where you still need a director's signature for a £10 loan. And they manage, too, without such modern schemes as induction or job evaluation. Perhaps top management have not realized that in the mathematics of personnel management, two and two sometimes make five.

The small unit at Harlow can suffer redundancy as it is only part of a large organization; and they have a second cause for insecurity, in common with others, in that most workers are in rented houses. "Some go without giving notice. And people often come here just as an experiment." But I was assured that British Oxygen is 'not a bad outfit' and they do lean over backwards to avoid dismissals.

FROM rented premises in Leyton to Nissen huts and Calor gas with 10 men, and then to the factory they now occupy (with 130 employees)—is the history of **Plyglass Ltd.** After eight years in Harlow, an option has been taken on a further site. In a very competitive market, manufacturing double-glazing for insulation, safety, or æsthetic purposes, Plyglass was the only firm in the world making double-glazed cladding panels when they went to Harlow. Now there are a dozen or more firms. Again, there were only about four double-glazing manufacturers in 1952; and now you could count 18. So **Mr. H. J. Legg,** works director, cannot afford a labour-turnover.

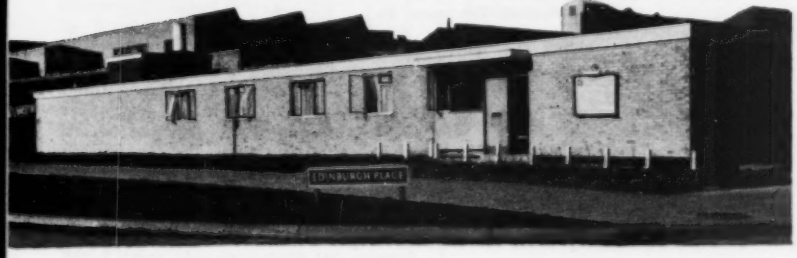
"We are pioneering new products so that everyone here, except skilled glass-cutters, are trained by us. Many industries recruit strangers who will know about 10 per cent of a new job; but not so here. And as we are pioneering, it's not quite out of the book, so we need a lot of supervision—foremen, charge-hands, leading men".

"There's a limit to the number of people you can employ in the glass industry though we have no more accidents than an ordinary glass merchant. But you can lose the older ones so easily—for a penny on the rate. And when Vauxhall advertise night labouring for £18 a week and free transport, which is more than our skilled men take home, you can imagine what that does for morale."

A SERVICE most of the Harlow firms enjoy is provided by the Industrial Health Centre. Run by Lord Taylor, one of Harlow's father-figures, it costs member firms £2 per head a year. When a member firm has a nursing sister, a half-rate is paid.

The staff of two full-time and three part-time sisters look after 200 factory first-aid boxes and the Centre (Edinburgh House) is open from 7.30 to 5.30. A series of six first-aid lecture/demonstrations, twice a year, is given by them and the Ministry of Labour recognizes the certificate awarded. "Night and week-end cover is given by a doctor and unlike the Slough scheme, we have 16 G.P.s who hold clinics at Edinburgh House. The G.P.s also visit the factories, so that people get to know them and the sisters break down resistance by visiting too."

Serving some 60 firms, this Health Centre is blazing a trail in occupational medicine



The work of the Edinburgh House staff is experimental in spirit. So far, about a quarter of the member firms use them for pre-employment medical checks; and some were persuaded two years ago to subject top executives to routine examinations that have proved the value of the first checks. Blood-donor groups are also organized and their positive approach is signified by the link with the Central Council for Physical Recreation. They are hoping to encourage firms (and they have entry to 60 concerns), to send apprentices on courses in 'lifemanship' such as Brathay Hall provide.

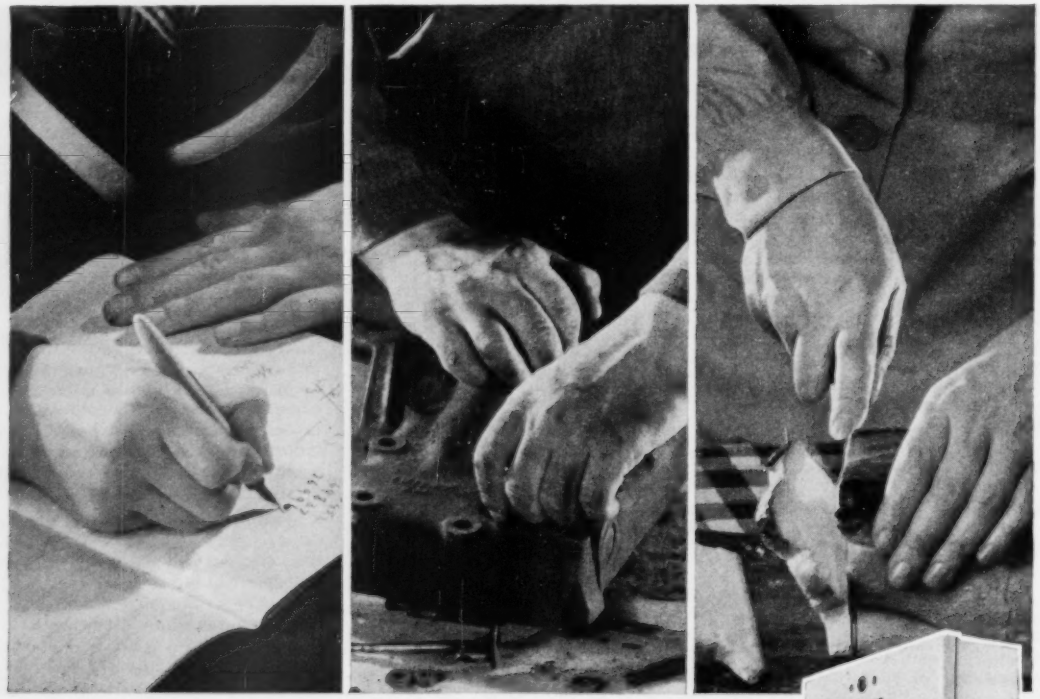
AN important innovation at Harlow is 'The Harlow Personnel Management Group', officially a group within the North London branch of the IPM, whose secretary circulates some 80 member firms, the bulk of them having no connection with the Institute. A good feature of the group is its keenness to persuade industrialists on the fringe of Harlow to join them—from Loughton, Nazeing and Bishop's Stortford—at its meetings.

Firms who are shy of personnel management can get to know it through its exponents; small companies can tell when their growth might compel them to hire a personnel man; and common problems of employment can be discussed on an area basis. As one industrialist said: "It doesn't hurt to listen to another mind at work—even if you can't agree".

With nearly 40 per cent of the population under 15, and one-fifth under five, Harlow will be five years behind the 'national bulge'. But the Development Corporation has always been in the happy position of being able to pick firms with a good training record and good promotional ladders. And if there is any bias in the local industry, apart from the light engineering on which the new towns are based, it is towards electrical engineering and research which will help the youngsters.

In spite of the fact that some 1,600 commute in and out of the town daily (unavoidable without direction of labour), the town's labour turnover figure is roughly half the national average. Certainly it's a town of H.P. and overtime, a children's town, a Bournville with a difference, where to live is to take part in a project; it is also a town where a firm can grow from a nursery factory to a little empire and, during its rapid expansion, can continuously regard its employees individually as dignified human beings set in a purposive society.

HANDS NEED INDIVIDUAL PROTECTION



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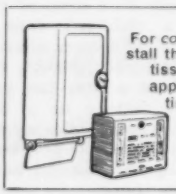

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FULL EMPLOYMENT ★ INDUSTRIAL LAW ★ COMMUNICATIONS

Managing by Communication, by Willard V. Merrihue. *McGraw-Hill, 56s. post paid.*

HOW FEW are the firms in this country with a communications system and how tragic this is! And how much personnel work is confused by this deficiency.

Collective bargaining procedures, community relations, tongue-tied supervision, selection work, performance appraisal, round-table conferences, counselling, house journals, attitude surveys, executive development, strike-handling—all are activities doomed to failure but for skilled communication. If it is any consolation to personnel managers in this country, the author explains that there is a dearth of top professionals in America who are capable of developing a 'positive philosophy of relations work'.

But is it not easier to sell your function to management by selling a system rather than a policy? For the thin ends of a thousand wedges, this book has drawn heavily on the reservoir of research and experience within the General Electric Company.

Trade Union Law, by N. A. Citrine. *Stevens, £5 7s. post paid.*

REVISED BY its author, whose father was a famous unionist and who was himself legal adviser to the TUC from 1946-51, this text-book incorporates invaluable chapters on legislature changes made since the first edition appeared 10 years ago. No personnel department can afford to be without this book if its work involves the trade unions.

Since 1950, we have had the discontinuance in Great Britain (in 1951) and in Northern Ireland (in 1959) of the prohibition of strikes and lockouts introduced in 1940. Last year, the Industrial Disputes Order, 1951, providing machinery of compulsory arbitration for disputes as an alternative to strikes and lockouts, and for the legal enforcement of collective agreements, was replaced by permanent legislation by the passing of the Terms and Conditions of Employment Act, 1959. Mr. Citrine also deals with the control of trade combinations under the Restrictive Trade Practices Act, 1956.

No praise could do more to recommend the care and learning in this work than the Lord Chancellor's foreword.

Labour in a Free Society, edited by Michael Harrington and Paul Jacobs. *California University Press, 25s. post paid.*

THESE PAPERS take the ideas of freedom and justice as they developed in 18th century agrarian America and test their adequacy in an industrial society.

Erich Fromm argues that the factory, as presently organized, inhibits the growth of free personality. Sumner H. Slichter concludes that business unionism must seek to broaden its aims. Archibald Cox points out that the law cannot create the spirit of self-government. David L. Cole finds that labour itself can do more to provide protection for individual workers, and can do it more quickly, than can possibly be accomplished through other means.

Problems of Full Employment, by D. J. Iles and C. J. Tucker. *Routledge & Kegan Paul, 22s. post paid.*

FULL EMPLOYMENT is difficult to maintain in a free society. Our only hope lies in a controlled economy, say the authors, which will itself depend on a greater mobility of labour. To achieve this, we must admit a fairly high temporary unemployment figure to stimulate British workers to cultivate the habit of moving more rapidly into those industries that are developing to "serve the country best in the years ahead".

But there must be a big rise in unemployment benefits to care for the men and their families during the big transfer operation. This is the small price to pay for greater flexibility in Britain's economy. These far-sighted writers do not ignore the tremendous difficulties of providing suitable incentives (and the need to kill restrictive practices) to make this new employment era feasible.

Do They Understand You? by Wesley Wiksell. *The Macmillan Company, New York, 36s. post paid.*

CAN YOU INTERPRET company policies for your employees through conversations, conferences and meetings? Are you a good listener? Mr. Wiksell offers tools for self-analysis and for improved oral communication to further oneself, not only in business, but in all interpersonal relationships.

Supervisor's Handbook and Diary, 1961. *Industrial Welfare Society, 5s 6d. post paid.*

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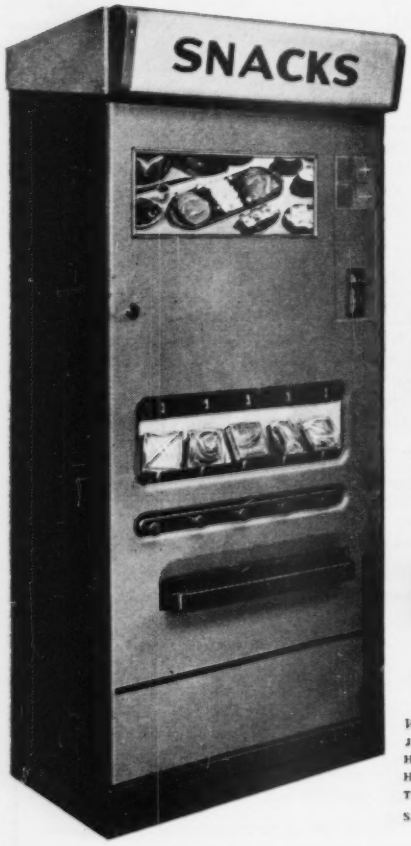

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Two hot spots

HOW does the *National Insurance (Industrial Injuries) Act* work in practice, when there has been an industrial accident? Let us take first the case of Miss Brown and the protruding heater.

This young woman had seen an advertisement in her local paper for usherettes in the town cinema. Applicants would be interviewed between 11 a.m. and 12 a.m. She duly presented herself, was interviewed at 11.15 a.m. in the manager's office, given a job and asked if she could start work at 5 p.m. that day.

Miss Brown said that she could. She had been in employment before and had, sensibly, brought her insurance card and her income tax P.45. She produced these documents and the manager asked her to come round behind his desk to sign the tax form. To do this Miss Brown had to come close to a tubular heater projecting from the wall that she, unfortunately, failed to observe and her leg came into contact with it. Although she did not, at once, realize the fact, her leg had sustained a painful burn. She reported the incident to her new employer when she went to work the same evening. Subsequently, the matter came before the National Insurance Commissioner to decide whether or not the accident had happened in the course of Miss Brown's employment. She had not, of course, actually started work when it occurred.

On the books

Nevertheless, the Commissioner decided that the injury had happened in the course of employment. Although she was not due to commence her employment until later, she had been accepted. It then became her duty to hand in her P.45 and her new employer required her to sign it. She was doing something reasonably incidental to her new employment.

The case of Jones, a cocoa-cake weigher in a chocolate factory, ended differently. He had been in employment for some time but the Commissioner decided that his curious method of drying his socks had nothing to do with his work at all. This work took place in a very hot room where the temperature sometimes rose to 90°F and where the air was often full of raw cocoa dust. In consequence, the employers guarded against dermatitis. They gave their employees overalls, caps and barrier cream and persuaded them, as far as they could, to make use of these protections.

Jones found that his socks became full of cocoa dust and so he washed them daily in a sink at his workplace. After washing them, his habit was to climb some 12 feet up a ladder and hang them to dry on an overhead steam pipe. On the day in question this ladder slipped; the feet of it were fitted with rubber pads and the floor had just been washed. Jones fell and hurt himself.

The matter eventually came before the National Insurance Commissioner to decide whether Jones's accident was in the course of his work. It was argued, for Jones, that his act was reasonable and necessary in the circumstances. He did not climb the ladder only to dry his socks. He also had to do so to clean a high partition and a chute. It was fair to say his action had never been questioned. It was true that there were several hot pipes within easy hand-reach where he worked, and also in the men's cloakroom. But Jones, it was said, did not like drying his socks where everyone, including visitors, could see them on a place where chocolate and cocoa were made. If they were left in the next room they might be stolen.

In reply, the employer said emphatically that Jones was not doing something authorized or allowed for in his work. On the day of the accident, he had no permission to use the ladder. He had asked the chargehand if he might wash and dry his towel; he had said nothing about socks. He did wash his towel and put it to dry on a waist-high hot pipe. If he had asked, the chargehand would have allowed him to wash his socks and also to dry them out; but not in such a place as on a steam pipe 12-feet overhead. Jones himself had not, at first, admitted the true reason for his being up the ladder. He had told the factory surgery that he had been doing some cleaning. Later, the chargehand taxed him about it and he went to the Sister and told her the truth.

Hanging case

To wash and dry socks, in the circumstances, observed the tribunal, was perfectly reasonable and authority for doing so could be implied. But it was not at all reasonable to hang them in such an extraordinary and inaccessible place. In doing this, Jones was not doing something within the scope of his work at all. He had no business near the high pipe. It was true that Section 8 of the 1946 Act did provide that an accident resulting from doing something in breach of regulations or without instructions could, in certain circumstances, be deemed to arise out of the employment. But this was no help to Jones here because the section did not extend the scope of employment, and Jones was doing something he was not employed to do at all. So the claim was dismissed.

These examples of the Act in practice are based on actual claims brought before the tribunals. The last one, at any rate, clearly indicates that indulgence in whims of that kind is unprofitable. It also serves to illustrate the limits of Section 8. The case of Miss Brown affords an illustration of a practical approach to the difficult question as to when the employer-employee relationship begins in taking up fresh employment.

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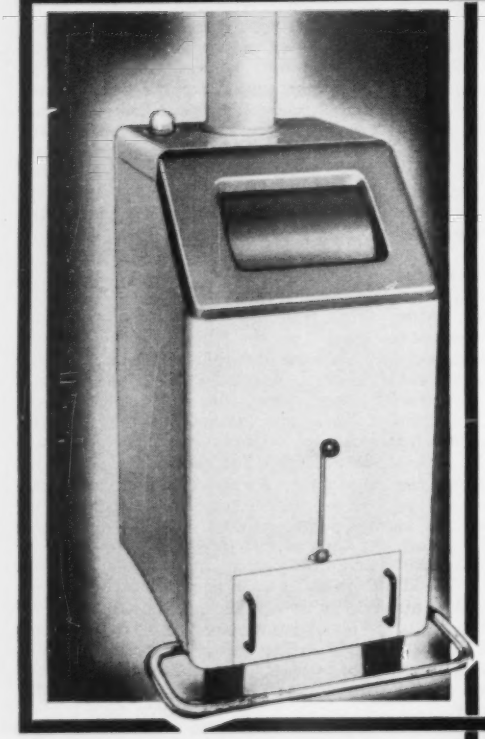

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Readers' Letters

Put out the flags

Sir,

At last Mark Essendon appears to have found a personnel manager who manages. The story on Tom Bryant at Black & Decker (October issue) will surely confound many critics who presume to maintain that the personnel function is best performed without executive authority and by rule of thumb.

I suspect that you will receive a number of letters deploring the publicity you give to a "forms and systems man". I hope that none of your readers will come at you with the old banner about "getting on with people".

Mr. Bryant obviously gets on with people, but he is not going to let that stop him from doing his job. Technical management, after all, would certainly be placed under fire if its members claimed that because they "know machines" their function is best fulfilled by assembling a museum of worn-out lathes and paint-sprays.

May I say how much I hope that the publication of the Black & Decker story will mark the beginning of a new phase in Mark Essendon's conception of what a personnel manager must be if he is a manager.

K. B. SIMPSON.

Street Lane,
Leeds, 8.

What a hope!

Sir,

I have read, with very mixed feelings, your article on Mr. Tom Bryant, personnel manager of Black & Decker Ltd. Your opening statement that Mr. Bryant is "basically, a systems and forms man" seems a direct contradiction of present day Directors' requirements of the Personnel Manager. It would appear that he should be more interested in the final results of these systems and forms rather than their administration.

One wonders what Mr. Charles Poole has, or has not done, to sit alongside as Personnel Officer and yet still be responsible for what you glibly refer to as "matter of fact work like union negotiations, canteen, surgery, sports and conferences". If ever there were any jobs for the *Personnel Manager* these are they.

The last paragraph needs amplification. You say, in effect, that canteens, safety, medical centres and the rest are too small for his attention. I can only say, "He'll learn", when his Personnel Officer finds he has to get a decision from him, then the Secretary, and then the Management Advisory Committee. Where does the buck stop?

S. EMBLETON.

Sutton Coldfield,
Warwickshire.

These two letters were selected to represent the range of criticism and congratulations provoked by the feature on Black & Decker Ltd. The bulk of the correspondence would seem to indicate that the personnel manager as an executive is becoming a more accepted person. Future articles in this series will attempt to cover the whole gamut of personnel titles and functions.—EDITOR.

Experts under fire

Sir,

With reference to your comments on the National Union of Manufacturers' Proposed Charter of Industrial Relations, it certainly would appear that, in Mr. Colin Balfour, you have an expert on industrial relations, because only a man who was so 'affronted' could have written in that vein.

With the present spate of industrial troubles in mind, and the concern which is felt in industry and in the Government at the moment, one wonders what the 'experts' have been doing over the past 15 years. That they should feel put out by suggestions from people who, according to them, are only laymen to the business, seems small minded, insofar as the problem is one for everybody in industry to make some contribution if they can. I am rather of the opinion that many people who profess themselves to be specialists, are specialists in the academic sense and have little or no personal experience in administrating and organizing manufacturing concerns.

Mr. Balfour suggests that the National Union of Manufacturers is "out of touch with industrial affairs". What a surprising remark about a concern which includes some 5,000 organizations, representing around 30/40 per cent of the output of this country! These people, through the medium of their Executive Council, gave unanimous approval to the Charter and have subsequently confirmed this in later meetings.

Mr. Balfour also suggests that the Minister of Labour cannot be expected to heed the optimistic remarks of Sir William Robson-Brown. He may like to know that the Minister did, in fact, heed these remarks and that, further, he expressed himself in agreement with a considerable part of the Recommendations. It is my understanding, which I have on good authority, that the Charter will be discussed at meetings between the Ministry of Labour and segments of industry, as well as in the forum of the Joint Advisory Council. If the Charter, as it so appears, stimulates thinking on this subject, then it will have made a valuable contribution.

E. ROY MULLINS.

Parmelee (G.B.) Ltd.,
Slough,
Bucks.

[Colin Balfour writes:

I can understand the disappointment of Mr. Mullins who must feel frustrated since most Press comments on the NUM Charter were in the spirit of "let the cobbler stick to his last". That 5,000 firms gave nominal assent to the proposals in this Charter to my mind makes its recommendations no more formidable: indeed, this figure only multiplies its weaknesses. The basic objection to this well-meaning Charter is that its ideas are unrealistic and it is riddled with wishful thinking which does not bear application to existing processes in industrial relations.]

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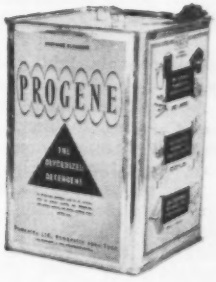

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NEWCASTLE UPON TYNE, 6

Co 368

Strikes and

Record-breaking

IPM Conference

by Owen Lloyd

POISED with some significance between the Labour and 'Management' jamborees at Scarborough, the 1960 IPM Conference was curiously placed in the calendar of annual gatherings. The symbolism was extended for me when, just off Parliament Street in Harrogate, I entered the shop of Mr. Harold Stainton on the day before the IPM balloon went up. The proprietor was saying: "Have to cancel 24 *Heralds* tomorrow. The Clean Air boys are going and it's personnel management's turn. More intellectual types. Usually are. *Daily Telegraph* people".

Mr. Stainton was probably right; but the most impressive aspect of this year's Conference to me was that the IPM had never had it so multitudinous. However, in spite of the record attendance (1,022 were booked), a marked downswing in the representation of certain industries was evident. Excluding motor-manufacturing and electrical firms, engineering mustered less than half their attendance of 1959 (31 instead of 72 delegates). Oil, food and confectionery, and tobacco companies flagged in numbers; and the 'big boys', such as Unilever, dropped by a good 3 per cent.

On the credit side, a 'tidal wave' came in the shape of an amalgamation of wives, nationalized industries and public corporations. In what can be called the private sector, ICI excelled themselves by providing 39 out of the 73 chemical delegates, even overshadowing the 28-man UKAEA team, the 25-strong AEI contingent, and the 16 Men of Ford. President Maslin was pleased to count "over 40 wives this year": having more time and inclination to arithmetic, I managed to find 87. Commensurate with the alleged increase in public spending on beer, the breweries tripled the size of their delegation: on the other hand, Mr. Rutter (Milk Marketing Board) did not appear this year.

Anyway, it was a first-class Conference! Some personnel managers wondered whether the boosted figures could be attributed to the proposed transfer of the 1961 Conference to Edinburgh: "it will be too far next year, so we will make the most of this Conference". But this explanation can be seriously doubted since several IPM branches have already been fired to charter aircraft for what will very likely be an even better conference. In response to an appeal from the North, the Institute has very wisely agreed to go to Edinburgh and follow the example of other successful organizations who are sensitive to the refreshing advantages of a little 'conference-rotation'.

But that is not all. Next year, the doors will be thrown open to general management—as the wider scope of 1961 programme will reveal. Readers of this Journal will undoubtedly rejoice at this news as our circulation breakdown alone would give the Institute sufficient grounds for such a change. Although our whole readership is concerned with some aspect of personnel management (and some 60 per cent of our subscribers are personnel managers), there remains an important 40 per cent of whom 20 per cent are directors, technical managers, company secretaries and accountants; and a further 20 per cent consisting of welfare, training and work study officers, labour managers, establishment officers *et al.*

Facing facts

A second, substantial reason for the Institute's expansive mood could be related to the fact that a high proportion of courses run by the British Institute of Management are of direct appeal and use to 'human and industrial' relations specialists. This is not fortuitous, but a pointer to reality, to the odd distribution of the personnel function in the various ranks of management. To exclude the personnel managers "by any other name" from the IPM National Conference is, in a sense, regrettable; and the effort to go beyond the membership for the Edinburgh meeting is a generous gesture.

Without doubt, the most exciting positive thinking to come out of this

Bargains

'We must share out knowledge and experience with managers from newly industrialized countries', said John Marsh (IWS) at the Conference

'There must be periods of stability during which industry can get down to planning rather than fighting', appealed union chief Bob Willis, pictured here with (right) Mr. Maslin, IPM president

year's conference was on the hotly debated subjects of strikes and shop-stewards. From the Oxford Institute of Statistics, Mr. K. G. J. C. Knowles brought several illuminating reflections. Though strikes can be caused by the weather (in the building industry), by trade cycles, wars or sunspots, he said that they are more probably caused by lack of diversification of industry in a region, by loss of craftmanship, by the bigger factory, repetitive work or possibly by the rank and file within unions growing remote from union negotiators and therefore feeling isolated and helpless.

This description of union members as 'lonely hearts' is nothing like the popular conception of the Ford employee. It was the task of Mr. L. T. Blakeman, Ford's labour relations manager to correct the image, and give account of the industrial troubles in which he seems to hold a monopoly. "True we have more stoppages than many firms but we also have high morale, high productivity, low labour-turnover and absenteeism, and a strong identification of employees with the Company". What personnel manager would mind the bother of finding excuses for his share of stoppages if he could also be sure of the benefits that accompany them in the fast-moving Ford factories?

Counter punch

Mr. Blakeman also offered sound counsel based on his own difficulties. Remember that the strike decision is always a group decision, he said, and that some political organizations give their members instruction in how to behave in groups. The striker sees his action as conformity to the group and not non-conformity. But there are techniques on the management side. If managements learned, as the Ford Company has, to develop leadership qualities in supervision, the picture would be different.

Wages paid in arrears, tax rebates and National Assistance for strikers do not help, but Mr. Blakeman can. "Personnel managers should regard a strike as the start for a job to be done, to achieve reconciliation. To find errors, not to allocate blame. We always write to every striker reminding him of the terms of his agreement and telling him that he has broken them".

A dramatic improvement in Ford's strike figures followed the Court of Enquiry in 1957. During 1954/5 they were suffering about 200 strikes a year; a few less in 1956; and then a drop to 37 and 28 in the post-Enquiry years. "Letting in the light of publicity was a major revelation to all concerned." It affected everyone in the Company and focused attention on the actual stoppage causes.

The need to penetrate group thinking, the forgotten cause of supervisory training, and the lack of real communication, hinge on the strike menace. But surely the ways are obvious (if not easy) for taking action to avert disaster by bringing every employee in a concern nearer and more aware of the core, the true nature of the business. Not new ideas, perhaps, but here are some new and reliable reasons for adopting them.

Fresh parts

Someone might appeal cynically: "But what about the shop-stewards, the terrorists of industry? How are you going to get round those?" Well, there is a plaster for that ache too! Give them a better job to do, said Professor

E. H. Phelps-Brown of London University, by allowing them to play their part in the bargaining process. But this means altering the present system? And why not!

Wage minima negotiated at national level have lost meaning. For instance, in the last 20 years in engineering, negotiated rates in S.E. England have been trebled and real earnings are now four times the 1938 figures. The sequence behind these figures is, in effect, a double inflation. Earnings, rising by means of local plus rates due to full employment, eventually make a nonsense of the nationally negotiated rate which must then take another lift. This process can be endless.

The solution, to Professor Phelps-Brown, is to decentralize collective bargaining: bring it down to factory level and thereby achieve real rates. Advantages would also occur in increased productivity because incentives have failed in so many cases to induce efficiency. In every factory, workers could negotiate their actual wages annually (and not just overtime squabbles and the translation of national awards), thus bringing a corporate sense which is not too common nowadays.

In local bargaining, shop stewards could not be ignored: their role would be more responsible, with added status, and would give them the opportunity to join in a major decision-taking process. Is this not preferable to regarding this class as a necessary evil, condemned by film and newspaper to an ignoble rank, sublimating genuine enthusiasm in pointless obstruction of management's obscure purpose?

Way clear

We realize that this is no wild, academic plan when it can so easily be linked with the professed desire of Mr. George Woodcock, new general secretary of the TUC, who has consistently advocated decentralization of trade union control; and with the movement in the TGWU in the Midlands (reported in our October issue) and in the electrical trade unions for a more respectful regard for these elected outcasts, the shop stewards.

If nothing else, delegates came away from Harrogate with a rosier view of strikes, and with a more balanced, forward-looking attitude to the shop-steward function. If Edinburgh can attract as fruitful an assembly, it will be well worth wearing that extra garment for three days next October.

OVERHEARD at Harrogate

'It's definitely one of our tasks to open the eyes of management to the qualities of people in the firm.'

'Confidential reports on staff for salary purposes always tell you more about the reporter than the individual.'

'Selection today begins with making your firm attractive so that people come to you.'

'You get your best job description from those who have failed in the job.'

'Why such a narrow age-range for most jobs? Are people senile over 40?'

'References are useful for papering bathrooms.'

'Our firm's so big it takes a lifetime for a dud to be found out.'

'The real task of a personnel department is to steer a course between creating a mystique and giving line management the impression that all procedures are just a matter of common-sense.'

'I can't overstress that every Company is in business to make a profit. Therefore, that is the aim of every personnel manager.'

'We are too tidy-minded and far too prone to believe that, unless we have a logically tidy wages structure, something is wrong.'

'The foreman can most easily speak to the men in their own language; the assistant manager communicates best with the foreman; and so on up the line. Lateral communication cuts across this line. It's damaging.'

'What the trade unions ought to do is relate the numbers and years of apprenticeships to the wastage in an industry, and thereby achieve a balance.'

'To my mind the de-centralization of collective bargaining is a shop-steward's view of Paradise. For the employer, it is something of a suicide club.'

'Line management can make a mockery of anything. That's why techniques like scientific assessment and performance appraisal must have top management support.'

'To succeed, a Company's industrial relations procedures must be clearly defined, comprehensible and practical.'

Personnel Managers at Work

THIS MONTH: Vitamins Ltd. Hammersmith

'Everyone is important here'

says Miss C. M. Brunskill

by Mark Essendon

'A HEALTHY, growing business' —an ordinary description, except in the case of the Vitamins Group, where it applies as much to the effects of their products as it does to the collective efforts of their employees.

The original company, Agricultural Food Products, was founded in 1921 by Dr. M. J. Rowlands, who for many years had been doing research work on vitamins and who applied some of his findings to animal nutrition. Dr. Rowlands had particular success with pigs and took many prizes at the 1921 Smithfield Show. Later, Vitamins Ltd. was formed to manufacture and sell Bemax, the world-famous, vitamin-mineral-protein food. There are now seven companies in the Group divided between pharmaceutical and agricultural interests.

Giant strides

The Group grew steadily in its early years but it was after 1945 that it really shot up. And the National Health Service did not exactly hinder its development! A new factory at Crawley. At Walton Oaks, near Tadworth, in Surrey, a research establishment and experimental farm, the largest in the country, was acquired in 1949. Every three years since the war, sales have doubled! To this star firm, Miss C. M. Brunskill hitched her career wagon, starting on the last day of 1956, as personnel manager.

With impressive humility, Miss Brunskill claims no flair, no special capacity for 'liking and getting on with people' —but this, paradoxically, is exactly what she does. Like many in personnel work, she drifted into it by chance, but that does not mean that there has been any free-wheeling since her first appointment. Junior in a personnel department. Departmental head goes sick: Miss Brunskill runs the whole show, though still in her teens, and gets a taste for it. Then, the war and service in the W.A.A.F. (She dropped into a commission almost accidentally.) Afterwards, she worked for Nestlé and Lucozade, before she landed at Hammersmith with her present firm. In industry, just as in the Services, Miss Brunskill has been motivated all along, not by ambition for honours or 'going after gold' but by the persistent urge to put things right.

With Vitamins, she took over from a qualified psychologist. Her wide experience with factory operatives, sales representatives and executive staff got her the job, and she loves it. In general terms, she looks upon her work as the operation of fitting people to jobs, and developing each one so that no person is too big or too small for their part in a new product.

True reflection

She is modest about her accomplishments and takes the sum total of the work of the department as the only true guide to her own efficiency. It is, however, her own drive and ability to get things done and the capacity for seeing that things get done properly, that gives the department its true bearings. It is efficient because she is efficient.

"My constant headache is my own wish to do more, to do better".

A casual job description for Miss Brunskill is "anything Mr. Graves

throws in my direction". Responsible to Mr. H. C. H. Graves, chairman and managing director of the Group, she is helped by Miss R. E. Hathaway (assistant personnel manager), and by the ebullient Mr. J. D. Beckett, right-hand man and senior training officer who, in turn, has the support of two assistant training officers, one for sales, one for clerical and production staff. A male personnel officer deals with all production staff up to supervisory level at the factories, and a woman personnel officer deals with clerical vacancies for the Group. Miss Brunskill and her assistant cover the recruitment and selection of those above supervisory level, as well as for all scientific, agricultural and sales staff.

A comprehensive record system is maintained, which includes a personal file on each employee. Such details as promotions, transfers, salary increments (salaries are reviewed annually on a merit basis), training courses attended, etc., are recorded on a separate card-index system.

Forward planning of personnel policy for the Group is invariably mapped out in the peace of her own home, and discussed critically and at length with Mr. Beckett before it is put up to the Board.

Just human

The formal approach to welfare is quite alien to this personnel manager's thinking. "It's foolish to say that we are only responsible for people from 9 till 5. What affects a man most at work is often his private life! The general approach to welfare is nonsense to me. What matters more to you if you are sick in hospital? That you have a visit, or that you have a visit from someone you know? You don't need a special person to do this!"

If Miss Brunskill knows a sick employee personally, they get a card from her—she keeps a stock in her desk for these warm messages of encouragement. But she does not regard this as welfare. "All our business is built on friendliness." Even the chairman indulges in such personal contacts through a system of 'incident reports'. Individual successes—or accidents—are reported to him so that he can write personal letters of praise, congratulation or sympathy. "He knows he ought to do this but he also wants to do it. If anyone is in trouble, one of his first questions is: 'Are they all right for money?'"

These situations are cited primarily to illustrate what is undoubtedly true of the Vitamins Group: "You never have to ask for co-operation here. You only need to look as if you need help to get it". But, in case the impression is growing of a company that only derives emotional support from its personnel department, I should add that Miss Brunskill is not closeted at Hammersmith, nor is she without a manager's authority when she 'acts as a service to departments, giving them what they want'. For instance, she attends area sales meetings and makes regular visits to all other establishments.

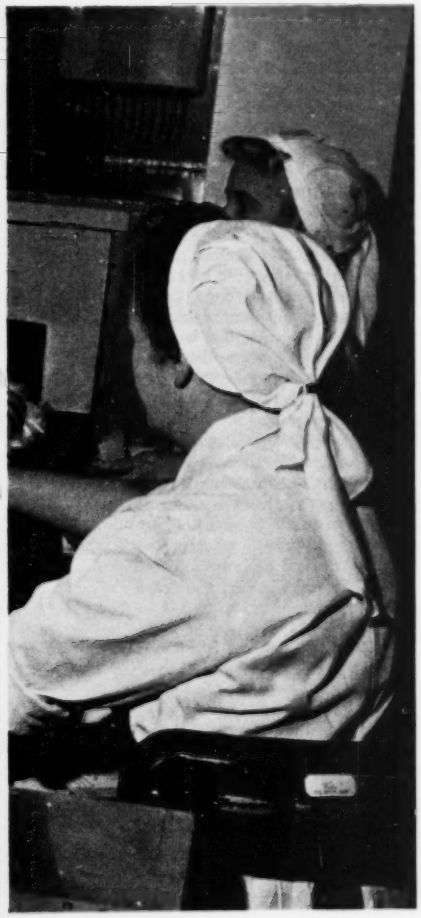
Contact with agricultural representatives is maintained by attending most of the major agricultural shows. While Miss Brunskill confesses she would like to spend more time getting to know Vitamins' employees, she is far from being desk-bound and her travelling schedule puts to shame many a one-factory personnel man with this grumble. For it is not as if she does not

The friendly spirit that boosts this business is evident on the packing line at the Crawley factory

do her share of interviewing: the Group has been expanding rapidly since she joined in 1956; as a result, she has spent many days on recruitment.

A good part of her work is not a solo performance, and she has to speak of whole areas of her activity in terms of others in her department—and she not only appreciates but openly enjoys their contributions. Naturally, in a firm conscious of the fact that their competitors have a ready welcome for a Vitamins-trained specialist, Mr. Beckett has a sure prominence as senior training officer. An example of the happy co-operation is their commercial apprenticeship scheme.

The personnel manager, her assistant, senior training officer, and chief accountant sit on a panel at the end of their first year where they attempt to make certain that the youngsters are not thinking of work in terms of the personalities they have encountered doing the work. "We try to marry their desires and our needs. We also give them a picture of the industry in which they are functioning. In their second-year we try to get them launched on a semi-professional qualification. All the time we are seeking to balance our requirements and their well-being".



Own style

When it comes to selection too, they are not behind the door. "We're not psychological fiends but these tests have a place in selection. We test particularly for general intelligence and verbal ability—for communication and empathy". At present, psychological tests are used solely for salesmen (who are recruited in March and September during a two-day process), but there is a possibility that this may be extended. Mr. Beckett, who is NIIP trained, first applied these tests to staff salesmen to obtain their own norms.

Once you are in, you are eligible for the studentship scheme for all grades. Through this, the Company pays for all examination course fees and text-books are paid for—up to age twenty-five. (Not keen on correspondence courses!) There is induction for all: above supervisory-level, it is tailored to the individual, whereas it can be regularized for factory workers who are mostly semi-skilled. For top management, it is necessarily a long and complicated procedure. The personnel staff jointly encourage foremen and charge-hands to take the intermediate BIM certificate in foremanship. For management, Mr. Beckett says, "we have small-group training that never stops, to stimulate ideas, interest, and efficiency".

As farming becomes more scientific, the salesman must know more—which is but one reason why group selection and rigorous tests must be applied. Careful job analysis precedes job specification and when it comes to job titles —"We make sure that they mean what they say and we have as few as possible". These basic attitudes are sound but do they affect the tone of the business, and what employees derive from their work?

The Vitamins Group do not use hollow schemes: if they adopt a practice, they do so because it is workable and desirable — not because it is in fashion. What does this mean? Miss Brunskill and her staff can already see the results, even of the more recent innovations.

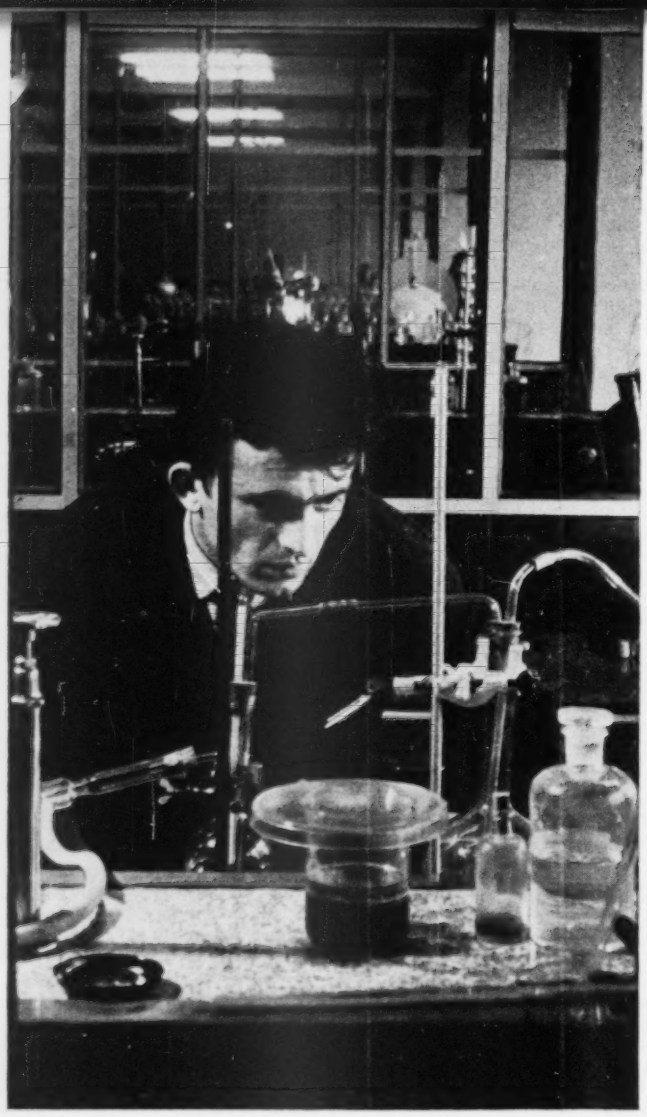
A sound salary structure. Good training facilities. Internal promotion that really does operate. Contributory pension scheme and life assurance benefit. Security of employment during sickness. Extremely high morale, in spite of mediocre premises in the case of Hammersmith, rebuilding being held up by lack of planning consent. Company units small enough for the friendliness that appeals to juniors—'Everyone is important here'. A labour-turnover that is dropping all the time because of the inducements that spring from enterprising training. Planned transfers. A safe-driving scheme and cash bonus for representatives who are conscientious. Pointers to promotion are given and everyone is told, generally by Miss Brunskill, why he failed to secure a job he was after. From selection methods which are validated to succession training, it is all worked out.

When you have to plan five years ahead on the sales and production side, there is the continuous and urgent task of breaking down work, especially next year's work, in terms of people. But always, "Our first concern is for the individual provided that does not cut across Company policy. Typical of this concern is the annual foremen's conference at Brighton, this year, for which the foremen are asked to nominate speakers; and they can have the best in the land—as long as they do not work for a competitor.

Broad view

Several months ago, a South London schoolboy answered a Vitamins advertisement, fancying a career caring for animals at Walton Oaks. For several reasons, the job did not fit him; but he had his interview, a load of advice, and his father had a long letter from Miss Brunskill. Now, she is trying to get the lad an apprenticeship on a farm in the West Country through one of their salesmen — which is what he really wanted. If this personnel manager can find time to give counsel and help a young stranger to the firm, you can imagine how much she contributes to the working lives of those already within the Group.

Training



Without having to shop around for a training scheme, this youth is started on the long road to the top

WHATEVER doubts exist as to the efficacy of the system in so far as the control of industry is concerned, no such doubts can be held about the industrial training system. There is a tremendous buoyancy about their training programmes. There is a constant search for workers with suitable qualities to indicate that they are of supervisor calibre and, when such workers are found, the subsequent training is arduous and often prolonged. Opportunities for entry into universities seem to occur much more often than in Britain, and a greater proportion of each working week is spent in training. If two different (though fairly typical) apprentice-training schemes are taken as an example, this point is clearly illustrated.

At the Litostroj works in Ljubljana, the 2,600 employees included 250 apprentices. The yearly intake of 80-90 consists of boys of 17 years of age who have taken selection tests (which, it is claimed, turn out in practice to give an 80 per cent correct result), very similar to those of the National Institute of Industrial Psychology.

On completing the third year, the apprentice takes a trade test which consists of a practical test in the skills of his trade, and written examinations in mathematics, physics, chemistry and engineering design. If the candidate fails, he returns for a further three months' training after which he takes the examinations again. A second failure would mean that his apprenticeship is over and he becomes an unskilled worker.

What of the above-average entrant? It should be explained that, at the end of the second year, all apprentices report for military service. On their return, they can apply for a scholarship: their application is successful or otherwise, according to their pre-National Service record. The best are sent to university, and the remaining successful candidates to Middle Technical School, where all of them receive training as potential foremen. It was stated that during the years 1957-59, exactly 100 apprentices had been awarded scholarships (41 per cent of those eligible). In this plant, older workers who showed possibilities as potential foremen were sent to a " Master School " for two years' preliminary training, followed by a further period at the Middle Technical School. Foremen do not receive the rate for the job, until they successfully complete this course of training.

At an oil refinery in Sisak, the age at entry for apprentices is 14—straight from school. There are two kinds of apprenticeship available: engineering and chemical. Engineering apprentices spend four

Fever in Yugoslavia

by N. T. Freeman

hours a day in the workshops and four hours at school for the whole of the three years of their apprenticeship; but the chemical apprentices spend the entire three years at school. Thus, at 17, they go out into the refinery as tradesmen or chemical-process workers and, it was claimed, no difficulties arise about their receiving a man's rate. They are judiciously placed in low-rated jobs under the job appraisement scheme, progressing steadily to the higher rates which they reach at age 21 or thereabouts.

Potential foremen attend classes in Sisak which go on for three years and take up five and sometimes six nights per week. The subjects taken are physics, chemistry, accident prevention, mathematics, chemical engineering, political economy and the practice of management.

Star group

A most comprehensive training scheme is organized by a group of chemical factories (Kemisska Industrisska Zljedaka), employing a total of 3,000 workers. Their vocational training centre has a management board and a general director, under whom work four special leaders, each with separate functions:

(1) To study the problem of additional training required for graduate chemists, engineers, etc., so that the pre-determined professional level is attained. Then to compile the necessary programme and lead the training, both internally and externally, until this level is reached

(2) To organize general and special training at a lower level than (1), taking suitable process and other workers from the plants through workers' schools up to university level, with an emphasis on languages

(3) To organize training for personnel on technical services, draughtsmen, junior technicians and engineers

(4) To implement the functions of (1), (2) and (3) in the various factories.

In 1958, just over 300 workers had passed through the internal school, of whom 220 were process workers. Of these, 60 had succeeded in passing examinations in English and German at University entrance level. At the time I visited this school, 100 former process workers were beginning a two-year course which would end with the gaining of a qualification entitling them to a supervisory job. English was being pumped into them by a battery of tape recorders.

The Management Training Centre at Zagreb provides a large number of courses for management people and appears to be doing a valuable job in unsuitable premises. It was said that a new building to house the Centre would be completed next year. The training programme includes separate 12-day courses for general managers, technical managers, commercial managers, chief accountants and heads of secretarial departments, and many conferences and seminars are organized. There is some supervisory training but I felt that the policy of the Centre was to move away from this kind of work and concentrate on the training of top management. Although 'T.W.I. trainers' took their courses there, I thought there was a noticeable lack of enthusiasm for this type of training—"It serves a useful purpose only in preparing the soil for more advanced training," was one comment. In the four years of its existence, more than 3,000 people have taken courses in small groups of seven to 20.

I would like to add a few general comments. There was a tremendous fund of good feeling towards Britain, which was matched by a corresponding antipathy towards certain other Continental countries. British machines and instruments, in particular, were very highly regarded. It was therefore a little disconcerting to see that a preponderance of these things had come from countries less favoured than ours. Long-term credits freely available had produced this state of affairs.

My visit ended with a long discussion with Stipe Vgarkovic, Labour Minister for Croatia. As I entered his office he pointed at me and said: "You are not an Englishman. You are a Serbian!" After the kindnesses of the previous two weeks, I took this as a compliment.

WHERE THEY SCORE!

(1) There is a great deal more theoretical, or classroom, training than is usual in the U.K.

(2) Workers and management are much more ready to accept training as a necessary step towards a better job

(3) There is a much greater readiness to look for workers with any kind of potential leadership qualities and then to train them, irrespective of their educational level at the starting point

(4) Training of new entrants into industry is much more thorough and prolonged than in Britain, perhaps because of the almost complete lack of industrial knowledge of many new starters

(5) People under training appear to be willing to work longer hours (in their own time where necessary) in the technical schools

(6) The system of trade and theoretical tests before a time-served apprentice is accepted as a tradesman is an excellent one which operates in certain other countries and should be introduced everywhere.

Community Relations Survey

What can we put you down for?

by Richard Bates

DURING the next six or seven months, the chances are that you will voluntarily subscribe something over £280 to national and local charities—that is, assuming that yours is a typical firm (570 employees) donating a typical amount (9s. 10d., per employee). These medians emerge from a survey carried out by the Industrial Welfare Society in order to analyse the policies and activities in some 250 companies sampled at random.

The actual figures derived from the survey represent only a 24 per cent response: 49 full replies, plus 12 with limited information. However, the IWS has been particularly careful in inferring trends and general conclusions from these replies. For example, having established that the 49 firms (ranging from a chemical company with 67 employees to a tobacco firm with over 11,000) donated a total amount of some £58,000 during a 12-month period, they are at pains to point out that nearly half this figure (£25,000) was contributed by one company alone. In fact, there were 17 firms who provided more than £500 a year; and of these, only 15 had more than 1,000 employees.

Reverting to the 'typical' firm in terms of payroll size, we find the following statistics. One company of bed manufacturers employs 570 people and in a 12-month period donated £386 to charities. Of this amount, £351 came from the Company itself; the balance being provided by the work-people. This is one of the 21 firms where the management provides more than 80 per cent of the total donation. In this bracket, it is fair to mention also the wax manufacturer (471 employees), which has donated £5,000 with no contribution from employees. There are only two other firms that exceed this amount: the one giving £25,000, and another, with over 3,000 employees, where total donations top the £6,000 mark.

Cases have also been found where contributions are provided solely by the employees; and, in each instance, there were never fewer than 100 employees. Why do some firms not make a donation? The survey quotes one as saying: "We do not consider it correct to use the shareholders' money for these purposes". Fortunately, this does not reflect the majority opinion, where companies all appear to have an "avowed policy . . . to assist youth and kindred organizations". In the words of the survey: "The majority of companies simply say that they are sympathetic to the needs of the community, particularly their own local community". It would be interesting to know whether this interest and concern had a wider expression in the particular firms' feeling towards their own employees. Conversely, should there be a weaker correlation between a firm's tightfistedness to charity work and its attitude towards its employees?

On the question of how and when

donations are collected, the information is not quite so full—and, by that token, open to greater speculation. For example, 13 respondents did not explain their policy on this matter. Of those who did, it would appear that the majority are in favour of limiting appeals: one organization went so far as to refrain from allowing a collection in the works unless there was an anticipated response from more than 25 per cent of those working there. The IWS have established that "the size of the firm measured by total employees had no influence on the type of donation procedure". This presumably applies equally to the four outstanding instances where all collections in the factory or office are actively opposed by the companies concerned.

Cause-weighing

In producing the results of this survey, the Society has incidentally accumulated an impressive list of organizations where money could well be sent. Nationally (and this is how the major proportion is distributed), the causes supported range from the Agadir Earthquake Disaster Fund to the YWCA. The selection of those most deserving of support ("appeals are so numerous that many have to be turned down", said one respondent), appears to be rather less of a combined task than are the actual contributions. As the compilers of the report suggest: "It would seem that the choice . . . is a topic eminently suitable for joint consultation". Presumably, the adoption of such a procedure (only 10 firms mentioned it) would have to be buttressed with clear guarantees against 'political' considerations outweighing genuine appraisals of worthiness.

The IWS also asked firms to indicate the contributions (other than monetary) they gave to outside bodies. It augurs well for most communities that over half the respondents were able and willing to give positive answers to this question. The report contains a detailed list of such contributions, even though it looks as if sectionalization would have been an easier approach.

For example, the use of a company's playing-field by outside athletic clubs receives large support. Works of charity, such as the entertainment of orphans and the elderly, figure predominantly in the list; and certain firms have managed to donate items of equipment to educational authorities. In one case, the beneficiary received equipment from a company (1,100 employees) valued at more than £1,000.

This 'help-in-kind' is apparently fairly evenly distributed in character: the statistics show that 30 per cent of respondents donate Company goods only; 20 per cent lend recreational facilities only; and the balance—15 firms—provide both, and/or other types of aid. Again, such assistance is not dictated by the size of the firm: the 200-strong firm which sent two used lathes to the local Model Engineering Society and supported an orphanage, is no less 'community-minded' than the shipbuilding concern (3,800 employees) which invited orphans to its Christmas Party and supplied timber off-cuts to local schools for use in handicraft classes.

It would be out of keeping with the customary charity of the IWS itself if they did not, in this Report, comment favourably on the motives of industry and commerce in its relations with the community. From the remarks received on their returned questionnaires, they conclude that there is little evidence that companies regard their charitable donations—of whatever kind—as 'investments', from which they would expect to reap dividends. They acknowledge that, amongst the multitude of destinations you will at some time find cases of a firm contributing to a relevant trade charity. And why not?

However, perhaps they could have gone so far as to remark that, even without mixed intentions, industry can rightly expect some form of return for the money it puts out. Profit surely comes, not in measurable form, but in the goodwill that is created within the immediate local community. Perhaps there is cause for some body—maybe the IWS—to examine donations against recruitment figures. Is there a link? In which case, would any shareholder resent the use of 'his money' for such purposes?

TABLE I

Analysis of Donations

Firms' donations of between:		No. of Cases	Sum of donations		Proportion	
			Cash	% total	Company	Employees
£1—	£99	13	£782	1	56 per cent	44 per cent
£100—	£499	19	£4,938	8	70 " "	30 " "
£500—	£999	7	£4,796	8	64 " "	36 " "
£1,000—	£4,999	7	£11,720	20	74 " "	26 " "
£5,000—	£25,000	3	£36,454*	63	75 " "	25 " "

* *Note: One company donated £25,000 of this total.*

TABLE II

Proportion of donations contributed by Company and Employees

Total donation divided as—		Number of Companies
Company percentage	Employees' percentage	
100 to 80	Nil to 20	21
80 to 60	20 to 40	12
60 to 40	40 to 60	4
40 to 20	60 to 80	4
20 to NIL	80 to 100	8

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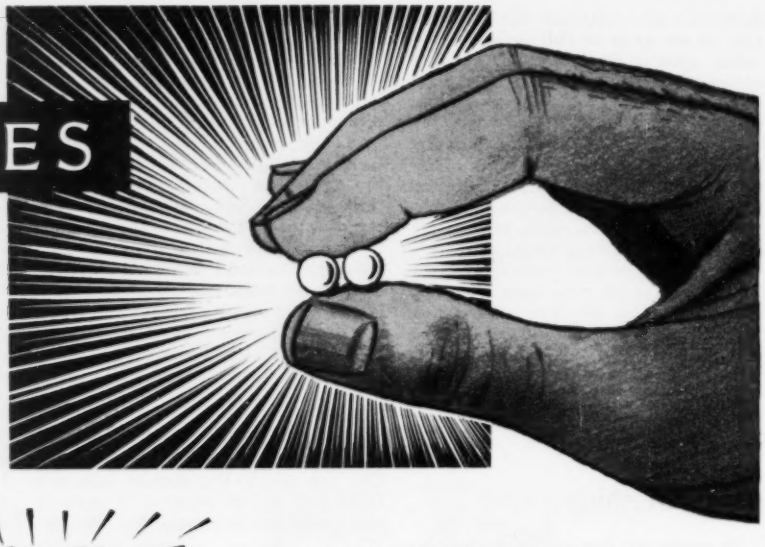

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by Dr. R. N. McMurry

Breaking the bad news

QUESTION: *What is the best way to tell a man he didn't get the job?*
ANSWER: Don't beat around the bush. Come right out and tell him so he'll know where he stands. You'll be wise, though, to avoid telling exactly why. Trying to explain the reasons for an applicant's rejection is like playing with dynamite. It lays you wide open to an argument you can't possibly win. Perhaps this true 'horror story' will convince you.

A bus company received an application for a job as bus driver from a young man who was obviously emotionally disturbed. When he was rejected, the man insisted on knowing why. After hemming and hawing about it for a while, the interviewer finally told him and pointed out that the company could not risk passengers' lives by hiring him.

At this point the applicant leaped on his feet and, with a wild gleam in his eye, said, "Aha! I've got you! I'm not crazy. I'm just as sane as you are—and what's more I've got a paper to prove it!" Then he triumphantly pulled from his pocket his release slip from a State mental hospital.

Carried away

Nothing the interviewer could say would calm him down. He raved and ranted against the company and created such a scene that finally the police had to be called to carry him out bodily. A whole waiting room full of applicants watched him go, and soon the story was all over the town (and note the switch): "They work you so hard at the bus company that people go crazy right and left!"

No matter what your reason for rejecting an applicant—whether it be his age, his schooling, his previous experience, his mental ability, his physical condition, his personality make-up, his drinking habits or what have you—the applicant is not likely to agree with your conclusion. He wants the job. Don't lay yourself open to scenes and bitter arguments. Don't tell him why. It is not part of your job or responsibility.

You'll do well, too, to lay off the good advice when you turn a person down. Another true story will illustrate why.

A middle-aged man applied for a position as sales representative with a wholesale bakery. He had no previous sales experience. In fact, he was a yardmaster with a railroad and had 26 years' seniority.

The company decided not to hire him. But the personnel man decided he would do this applicant a good turn. He urged him to stay on his railroad job. He spoke to him of his seniority and his pension rights. He told him he really was ideally suited for his yardmaster's job and that he'd be much happier if he stayed on it. The man thanked him for his advice and left.

That night, the personnel man could almost feel his halo as he sat in a glow of self-righteous do-goodism. Then his phone rang. It was the applicant's wife. Far from being grateful for helpful advice, she proceeded to chew him out for daring to tell her John what he should or should not do about his railroad job. Moreover, she announced that as president of several civic groups she would urge all her members to boycott the bakery's products!

Despite repeated attempts to smooth things over, this woman is still a missionary of ill-will. Sales are off about 12 per cent on the route serving her area, and it's next to impossible to get anyone to be the route man serving her home.

So don't be tempted to 'explain' or to 'counsel' when you turn down applicants. Be satisfied if you can keep them reasonably happy and well-disposed toward your company when you must reject them.

We've had good luck with both of these approaches: "You have a number of very desirable characteristics but, I'm sorry, your qualifications don't quite match what we're looking for on this job"; or, "I'm sorry, even though you have a number of excellent qualifications, we've decided that another applicant seems even better qualified".

Smooth touches

In addition, most companies have found that it is a practical public-relations gesture to let every applicant fill out an application, no matter how ill-suited he is for the position. First, he may fit a position that opens up later. Second, it gives him a feeling that he has had a chance to tell his full story, that he has not been summarily rejected, and that his qualifications will be on the file.

Furthermore, to avoid being repeatedly called upon by unqualified applicants, these companies use a polite version of the "Don't call us, we'll call you" routine. They assure the applicant that they'll get in touch with him if and when a suitable opening occurs.

Of course you'll want to thank every applicant for applying. Your main objective goes beyond giving each applicant fair and considerate treatment. You must convince him that he has had such treatment, so that he'll leave with a good taste in his mouth and may even tell his friends how well your company treated him and his application. (Perhaps he and his friends are potential users of your products.)

This is good human relations and public relations, and it's just plain good business sense.

Extract from 'McMurry's Management Clinic' (Business Publications and Batsford).

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Discussion Leader

Supervision is not for the soloist

I HAVE spent a lot of time recently with middle managers and foremen, discussing their problems and difficulties. I have wished many times that I could have had a top executive or two, standing as invisible spectators by my side, for many of the perplexities, large and really frustrating or just small and annoying, could be traced back to one essential element—lack of top management support. I found that sometimes the foreman in question *realized* this was the trouble, but sometimes he was patiently accepting that to battle against " a sea of troubles " was his lot in life when some, at least, of the problems could have been solved by the action or support of his superiors.

Thus one superintendent was in charge of a diverse group of manufacturing processes. Each process came under the jurisdiction of a different union, so each union had settled its own wage rates with the management. Unfortunately, the production position fluctuated throughout the year. Some departments making one product, would be busy at one season; others rose to peak activity at another time of the year. Hence workers were transferred from department to department in order to cover peak periods in each department. This provided stability of employment for these workers, but fluctuating wages. They were paid the union rate for the job wherever they went, but this rate might vary to the extent of an individual worker's pay being down (or up) by £2 or more a week.

In this situation the superintendent was having constant trouble. No one wanted to move from a well-paid job to a lower-paid job. He seemed to be resigned to his plight. " We can't do anything about it", he said, " it's the unions who have fixed the rates ". At his level of authority this is undoubtedly true, but the senior management need not have left the situation as it was. Firstly, they should have realized that they had a problem on their hands. When a pay packet becomes smaller, our strongest feelings about our security, about maintaining our position amongst our friends, about caring for our homes and families, are threatened. Thus we feel frustrated and depressed even though we may see the reasonableness of management's position.

Having recognised the problem, management should have tried to solve it. Many firms face similar difficulties; could you write and tell us what you would do if you were in the shoes of this management? One firm I know, for example, equalizes individual wages over a 52-week period. Thus ' bumper ' weeks in an employee's earnings take care of lean periods. The employee knows how much money he will take home each week. There are other ways of solving this difficulty, what do you suggest?

Other supervisors and middle managers I have been talking to *actually see the lack of top management support as one of their main difficulties*. Thus one superintendent told me about the case of one machinist who was suspected of making various articles for his friends on a company machine, and probably with the company's material and in the company's time. One day, the operator asked permission from this superintendent to make an article in the lunch break for a friend. The superintendent refused to allow it. The operator then approached the works director and asked his permission. The works director was a friend of the man who needed the article and he granted permission provided the operator paid for his own materials. The foreman said this was one example of many, where he had not received top management support and " it made him very wary about doing anything at all—particularly in matters of discipline ".

Another foreman had a similar story to tell. He said he had dismissed a man for bad workmanship. The shop steward had taken up the case with the works manager who reinstated the man. This foreman was now quite sure about one thing—he would never sack a man again. *What lesson can we learn from these and similar cases?*

We know that we all have certain basic needs, which have to be satisfied, if we are to be happy. One of the most fundamental of these is the need to feel we belong somewhere—to a family, to a community, to a club, or to a work group. As Erich Fromm expresses it in a book (recommended to all managers) called *The Same Society* : " Aware of our separateness . . . our helplessness in the grip of circumstances and nature, man's separate disunited existence is an unbearable prison—unless he can unite himself with other men and the world outside".

Good teams start at the top

Foremen and middle managers are no exception to this rule. On the contrary, their very position in the middle between top management and their staff, makes them the more vulnerable. They particularly need the support of a group. Hence senior executives should take special measures to make those under them feel that they really belong to a well integrated and firmly supported management team.

Studies of morale and productivity bear out the importance of this. In one study, for example, groups with a high productivity had supervisors in charge of them who saw their main function to be that of creating a strong team spirit, by looking after the needs of their group and by consulting them when problems arose. These supervisors, in their turn, received the same kind of treatment from higher management. Supervisors of low-producing groups saw their main job to be one " of getting out production "; they did not consult their groups and in turn were *not* consulted by their superiors. The pattern is unmistakable. The climate of relationships starts at the top. What is done in *your* organization to create a strong management team?

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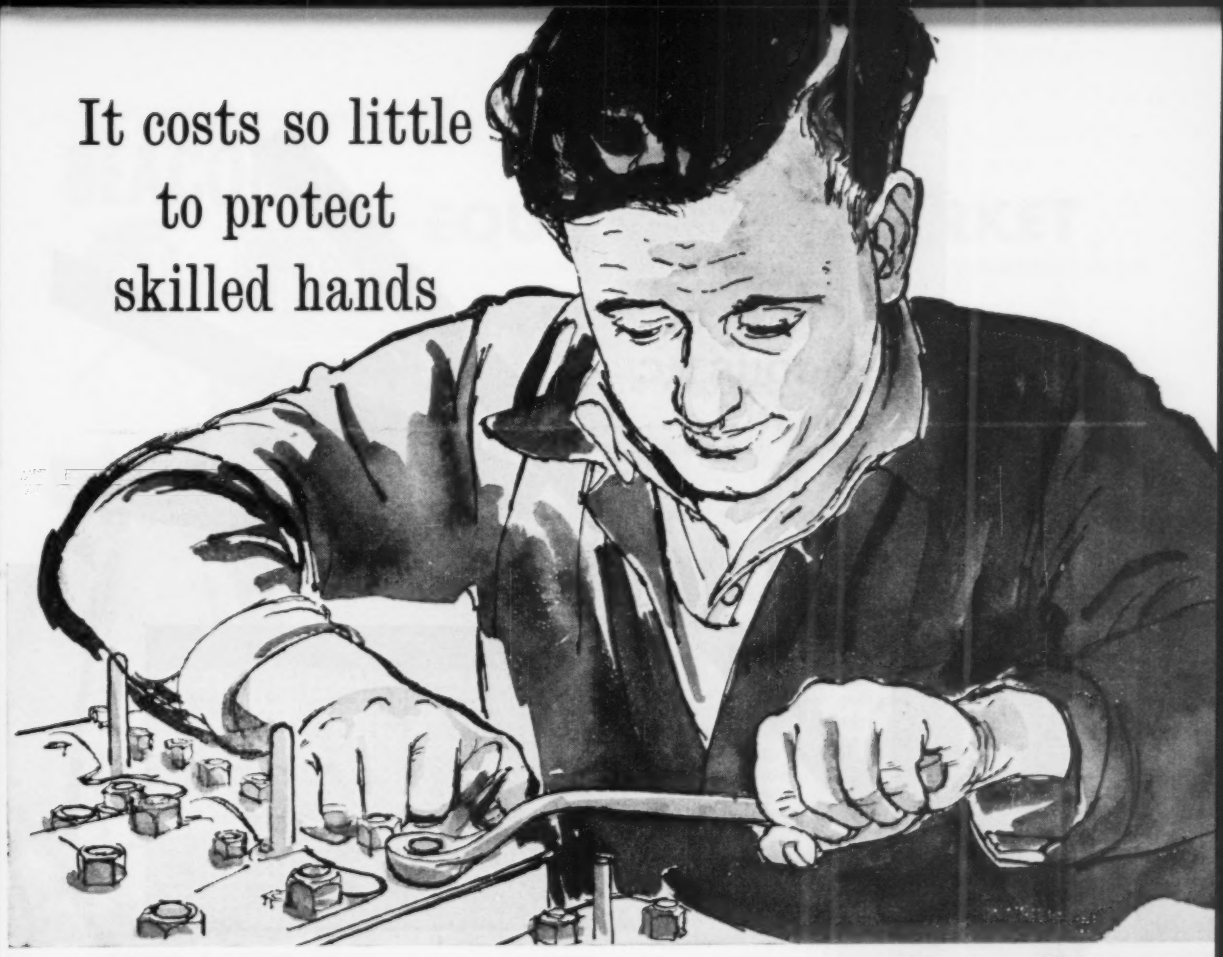

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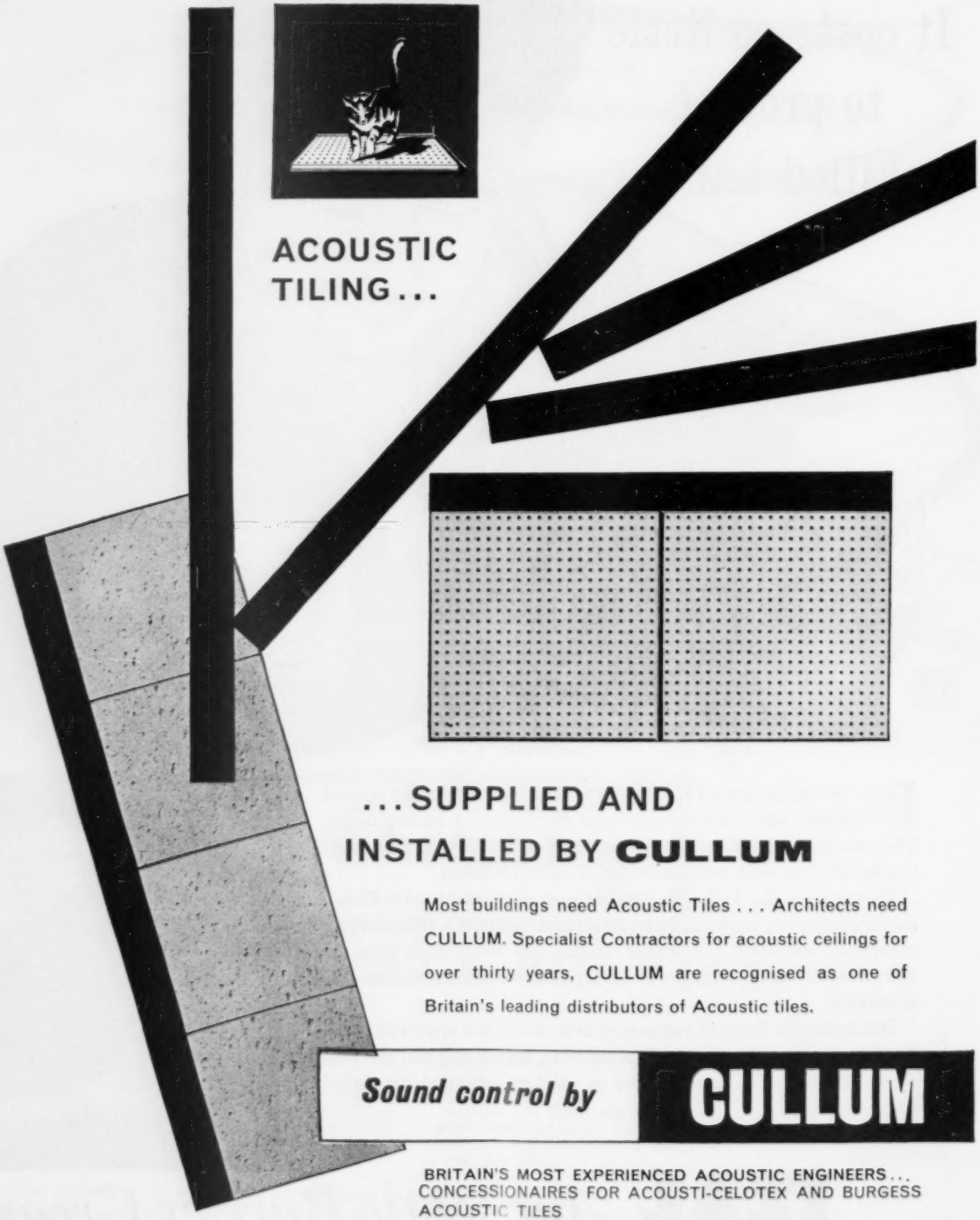

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EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY
● CLEANING ● HEALTH ● VENDING

For more details, USE OUR READER SERVICE FORM (facing p. 52)

Efficiency

MUSIC TO ORDER

ONE thousand musical selections, giving continuous or intermittent music for 37½ hours, are provided by the *Seeburg 1000* background music system. It is completely self-contained, with no dependence on a central studio, and incorporates a unique programme-timer which enables selections to be played intermittently, according to the needs of any individual location.

Backing the system, the sponsoring company offers three different libraries of music to meet the requirements of locations as diverse as offices, workshops

or surgeries. The master unit (as the machine itself is known) holds 25 records at a time: each disc presenting 40 musical selections.

Both sides of a record are played automatically. Having gone through the complete set, the *Seeburg* will then re-stack itself after the twenty-fifth has been played: it is then ready to work its way through them all again.

Background music can be diffused through as many as 50 individual loudspeakers, including any that are already installed as part of your firm's communications system. The machine has its own built-in speaker for small locations such as individual offices. There are also facilities for linking the broadcasting capacity with paging and public address systems.

Enquiry Ref. No. E11/1

Vending

TEA FOR 250

LIQUID tea concentrate has been chosen by the makers of this new *Mark III* automatic vending machine as the best possible form of providing a drink suitable to all tastes.

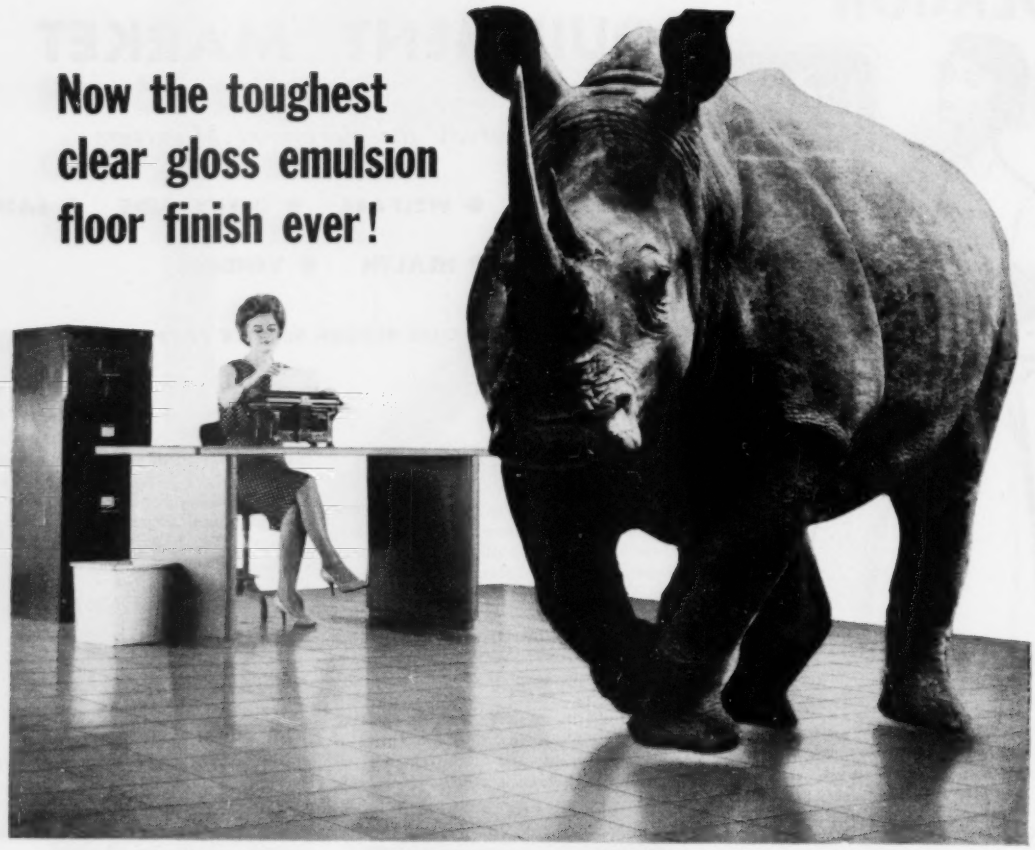
Fully automatic, the machine has an optional cup-dispensing mechanism with capacity for 250 six-ounce cups. The standard model will accept a threepenny piece coin, although it is adaptable to receive other double or single monies.

The concentrate, made from the makers' own specially-blended leaf, is housed with the milk and liquid sugar in separate, one-gallon, polythene containers: these are held in a refrigerated cabinet, serviced by a *Kelvinator* ½ h.p. sealed unit. Water is supplied from the mains and is said to take approximately 15 minutes to reach an initial 210 degrees F.

Space-saving features are now becoming a *sine qua non of* vending machine design, and the *Mark III* can compete with most others with an economic

(continued on page 45)

Now the toughest clear gloss emulsion floor finish ever!



JOHNSON'S STEP-AHEAD

WITH EXCLUSIVE POLYMER 235*

What laboratory-bred polymers did for man-made fibres they now do for Johnson's Step-Ahead.

LIQUID ARMOUR FOR ALL FLOORS

Step-Ahead goes on quickly and smoothly, dries in 15-30 minutes to a lovely clear gloss that's safe to walk on. No buffing! It shrugs off stains . . . is immensely tough, resilient and durable . . . resists flaking, cracking, scuffing, abrasion. Step-Ahead stands really hard wear. Wiped with a damp cloth or mop, it comes up sparkling clean. Buff it and marks disappear. Nowhere will you find a floor finish so mindful of your needs. Ask the J-Man all about it.

(Photograph of Rhinoceros by SATOUR)

* Polymer 235 is a plastic material specially developed to make Step-Ahead extremely tough and hard-wearing . . . gives a transparent dry-bright gloss finish that does not stain even the lightest floor.

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Here is a unique service to help you solve floor and furniture maintenance problems—advice by a JOHNSON'S WAX technical representative, offered *free* and entirely without obligation, Every J-Man is backed by a fund of research knowledge and practical experience unequalled anywhere in the world. He can give personal attention to your problem.

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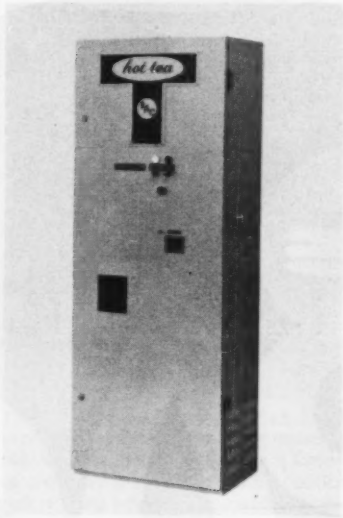
For further details complete enquiry coupon facing page 52



2 ft width, 1 ft 3 in. depth and 5½ ft height. It is made of 18 SWG steel, weighing a little over 2 cwt., and is coloured cream.

Enquiry Ref. No. VII/1

FOR THE SMALL FIRM

ANY small firm that has felt that the installation of vending machines is not a practical proposition because of the small numbers they employ, may consider the new *Eurovend 72* as a useful basic machine with which to launch a pilot, exploratory scheme.

As its name suggests, this model will hold 72 items: it is a single-column, refrigerated machine, complete with straw dispenser. It is of unit construction which means that should any individual part of the mechanism fail, it can be rapidly removed and replaced. Thorough cleaning and servicing are also made possible by its simplicity of construction.

Having mentioned the *Eurovend 72*'s application to smaller companies, it should not be thought that there is no place for such a machine in the larger factory. Obviously, it could be used to provide coverage for a greater number of individual workshops and offices. Its plan area of 19 in. square recommends it as a facility that requires no great space to house.

No firm price has been established for this model, but it is understood that £170 will be the approximate level.

Enquiry Ref. No. VII/2

Office Aids

DICTATION SIMPLIFIED

THIS attractive dictating machine—*Model DG.4*—has only recently appeared in the United Kingdom. Capable of taking large or small reels, it is readily adapted to routine correspondence work or to lengthier reporting of conferences.

It uses a standard speed of 3¾ i.p.s., thus allowing recordings made on it to be transcribed on the majority of machines already established in the home market. The controls are well displayed on the model itself, but these are also reproduced on the microphone: this includes playback control.

Of particular interest to readers will be the positive, tape-locating system. This device eases the pin-pointing of any part of the recording and means that, should a

(Continued on page 47)

MOP BOY

ROLLER WRINGER BUCKET

Powerful wringing action by means of foot pedal
Much quicker than usual methods
Mops last much longer, no twisting, no tearing
Hands do not touch cleaning fluid
No stooping, squeezing, less fatigue
Long rollers take any size mop

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For further details complete enquiry coupon facing page 52

particular letter be required for urgent signing, the operator can find it with the minimum delay.

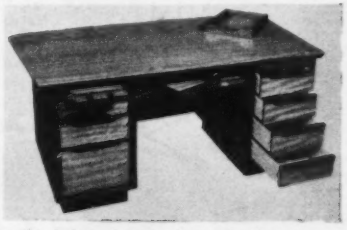
The model we picture is the *Special*, intended for recording or for transcribing.

There is also the *Standard* which is not capable of recording. A safety feature of this latter model is that, since it cannot record, there is no fear of anyone accidentally erasing work that is awaiting transcription.

Enquiry Ref. No. O11/1

EXECUTIVE SUITE

PEDESTALS of this new executive desk in a complete range of office furniture are made of wood, but



embodying internal steel framing to accommodate metal drawers. Running on nylon bearings, the drawers themselves operate smoothly and silently. Their front facings can be supplied in matching or contrasting wood veneers (*see illustration*) or, alternatively, of steel, finished in a range of attractive colours.

Visitors to the Business Efficiency Exhibition may well have seen the model finished in Australian walnut. In addition, the finish can be in either mahogany or teak.

Other pieces in this range include a credenza, two alternative bookcases, office and boardroom tables, wardrobe and waste-paper receptacle.

Enquiry Ref. No. O11/2

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

TWO-WAY RECORDER

VERSATILITY is undoubtedly the outstanding characteristic of the new *Model R7* tape-recorder. This is a twin-speed, two-track instrument which takes reels up to 7 in. diameter and which has the ability to record or play in both directions. A touch of the professional

(continued on page 49)

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ST ALBANS

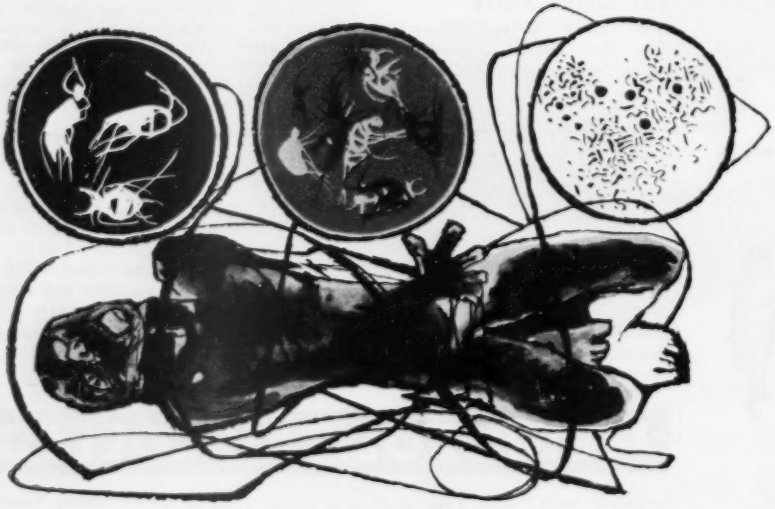
FILMING HIS UNSEEN ENEMIES

Shell have turned their cameras on man's unseen enemies — the microbes that cause communicable diseases. 'Unseen Enemies', made with the co-operation of the World Health Organisation, tells a story that is sombre yet not without hope.

The endless chain of infection can be broken. The weapons are being provided by modern science, technology and organisation. But what then? Medicine cannot remedy overcrowding and ignorance, poverty, dirt and polluted air. Disease is a social problem which concerns everyone, everywhere. This is the message of 'Unseen Enemies' and its companion piece 'The Rival World', which deals with the insect menace.

These films, and others made by Shell, may be used for training and informing in many different contexts. Organisations may borrow the films free of charge.

The Shell Film Catalogue lists over 175 films which may help your training scheme. Please write and ask for a copy.



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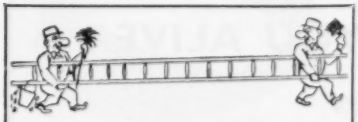

NOVEMBER

Now is the time for all good Personnel Managers to come to the aid of their works and office buildings by telephoning:—

NEW CROSS 9800-1 for the following services:

- Degreasing of floor surfaces.
- Cleaning inaccessible ledges.
- Wall surfaces and distemper.
- Woodwork, exterior stone.
- Glass roofs and windows.
- Wall paper and ceilings.
- Floor sanding.
- Carpets.
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Tel. : NEW CROSS 9800-1

EQUIPMENT MARKET CONTINUED

For further details complete enquiry coupon facing page 52

is also added in the form of a calibrated, sliding volume control—ideal for fading-in or out.

The tape-deck is driven by three motors, the capstan motor being a two-speed, reversible capacitor run model of special manufacture. The other two are fast-spooling, winding 1,200 feet in less than a minute.

Operation is by means of two large knobs. On the left, there is the selector for direction; the righthand control is for ' record/replay ' and ' fast-winding '. To avoid accidental erasure, the deck can be switched to record, only after the depression of a small red button.

As can be seen from our illustration, there are facilities for separate treble and bass control. Just above the magic-eye indicator, there is a ' pause ' button: this can be ' locked on '.

The loudspeakers are fitted to a rubber-face baffle which is built into the acoustically designed cabinet. There are in fact two speakers: a 6½ in. diameter model, and a 4 in. Tweeter with capacitor feed.

Superimposition facilities are also incorporated, although it is necessary that a high bias voltage is used when recording.

The price of the *Model R7* is 75 guineas.

Enquiry Ref. No. O11/3

BULK FILING SYSTEM

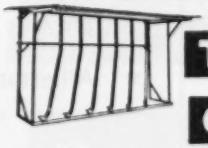
WHETHER it contains 30 or 3,000 individual record sheets, a brand new binder for filing-processed, marginal-punched forms, opens flat at any point. Instead of threading the sheets on to rigid, metal posts, you place them on a flexible nylon retainer.

It is claimed that a pair of these posts with a 10-in. capacity will hold anything up to 3,000 sheets securely and permanently; but without making

the process of removing or inserting other sheets more difficult or slower.

The flush sides of the *Paralok* binders could help to save shelf-space. Another attractive feature is the automatic locking facility on the binder's opening mechanism which ensures that,

(Continued on page 51)

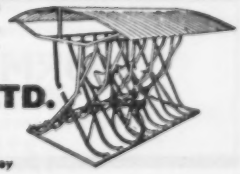


THERE IS AN ABIX CYCLE STAND TO SUIT EVERY REQUIREMENT

ABIX Cycle Stands are constructed of steel throughout, stove-enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium or Asbestos.

Please write for illustrated catalogue PM/1 —

There are 30 Different Types from which to choose.



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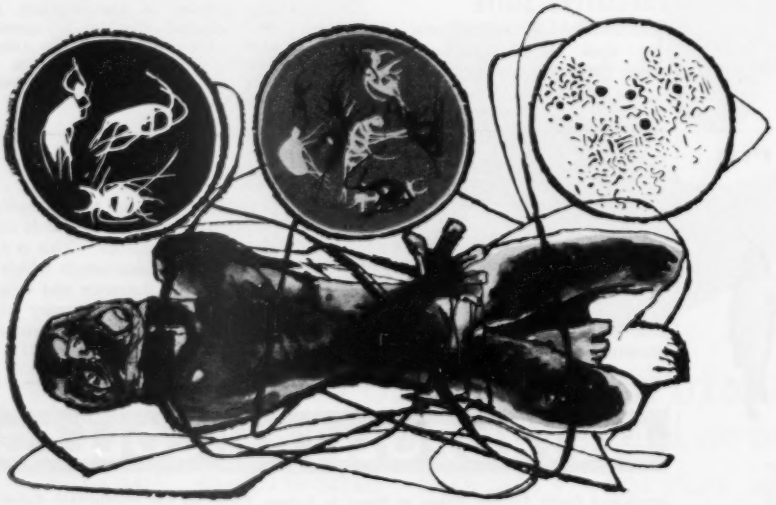

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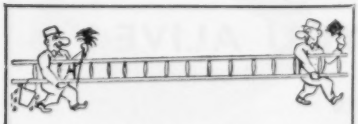

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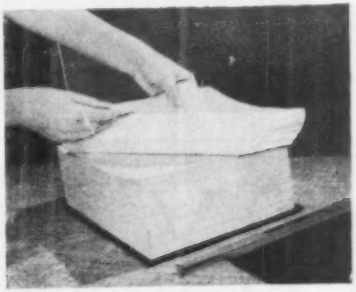

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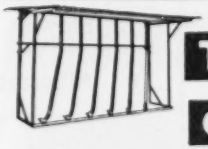

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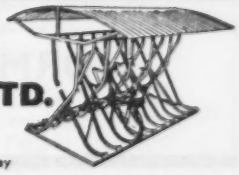

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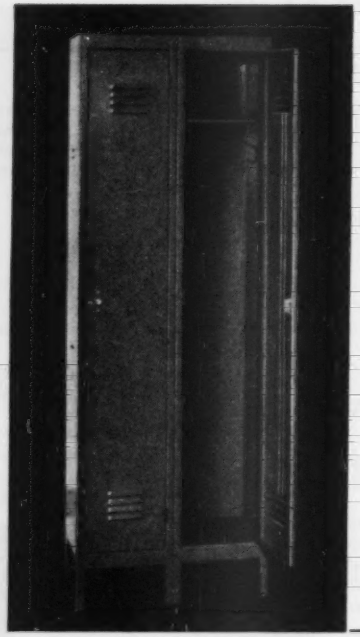

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problem solved!

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once it is closed, nothing can drop out through rough handling. The covers themselves are made from extremely tough, hard-wearing plastic material, and are metal-bound at the edges where they are normally vulnerable to particularly heavy damage.

Enquiry Ref. No O11/4

Safety

ESPECIALLY FOR WOMEN

BY the combined qualities of lightness in weight and a range of attractive colours, the makers of the *Clearways* face-shield hope they will have helped in encouraging more female operatives to wear protective headgear. This makes the shield none the less suitable for male workers.

As the illustration shows, it consists of a headband and a brow guard with

detachable, flip-up vizor, fitting lightly and easily on the head. The placing of the headband distributes the few ounces of weight evenly and with no distracting pressure or tension.

The conventional, leather sweatband has been superseded by a more comfortable, replaceable and self-adhesive band of urethea which is not only cheaper than leather but, because of its spongelike texture, more comfortable and hygienic.

Colour appeal is introduced in the tough, plastic browguard, made in *Celastoid*. This is said to provide more than adequate spark and flash deflection. It is available in six different shades and colours: red, blue, green, cream, yellow and black. This visual feature will also have its advantages from a management angle, maybe in the matter of colour-coding for separate departments.

Celastoid is also used for the vizor itself which is fitted by press-fasteners inside the guard, to prevent liquids running down the rear. There is, too, sufficient clearance between the wearer's face and the vizor for the wearing of normal spectacles.

There are three depths (4, 6 and 8 in.), each available in one of two thicknesses—0.030 and 0.040 in. An alternative colour of green can be obtained, plus an eye-level, colour-insert of green, smoke or blue. Prices range from 16s.

Enquiry Ref No. S11/1

Welfare

PAPER OVERALLS

LAUNDRY charges become a thing of the past, if you supply your work people with these new *Paper-Plus* overalls. The idea is not so preposterous as it sounds at first. The makers, who are also involved in other types of protective wear

(including *Terylene* cloths), assert that this innovation has many qualities in common with traditional materials.

For example, the overalls' high tensile strength and porosity are emphasized. They are also claimed to be oil-repellent (rather than resistant), water-repellent and flame-resistant. Like cotton fabrics, there is also a degree of alkali and acid resistance, plus a similarity in electrostatic properties.

Enquiry Ref. No. W11/1

TYPROD

SAFETY
link matting

Typrod non-slip matting cuts out standing fatigue, reduces breakages and increases efficiency all round. You get increased productivity and greater economy with Typrod. It is extremely hard wearing, soft to the tread and hygienic. Cut to any size, guaranteed and oil-resistant if required.

Contractors to the Ministry of Works, British Transport Commission, etc.

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THEY'RE ALL IN HERE!

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12-14 Personnel forms and records
15-16 Fire prevention and security arrangements.

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6 **Birmingham.** Canteen costs and subsidy practice
7 **Leeds.** Work simplification in offices.

INSTITUTE OF INCORPORATED WORK STUDY TECHNOLOGISTS

6 **Manchester.** Evening meeting on 'The Economics of Re-equipment', paper given by Mr. K. P. Morris, of the British Cotton Industry Research Association, Shirley Institute.

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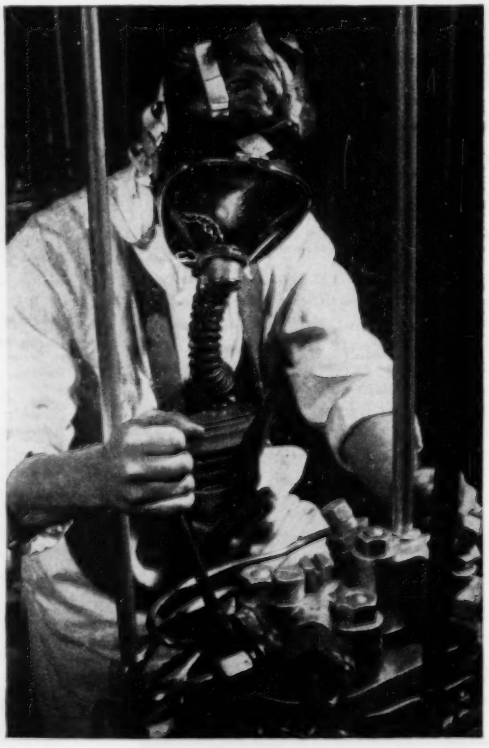

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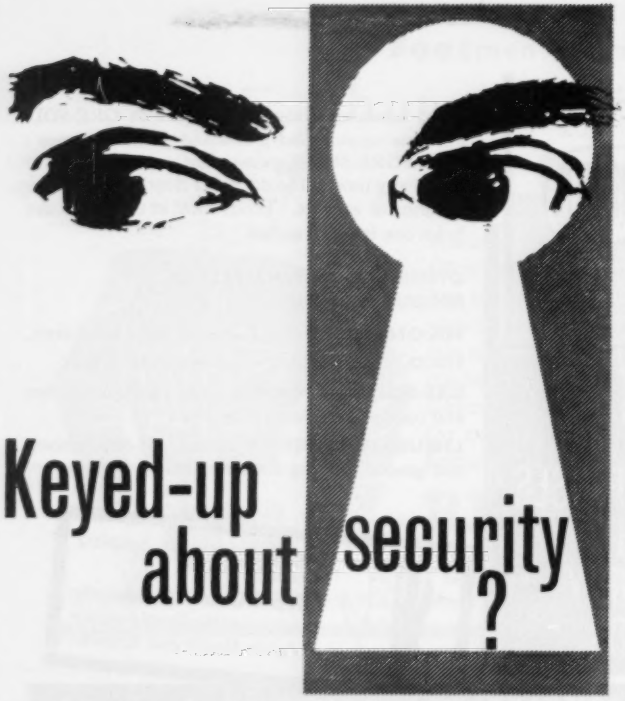

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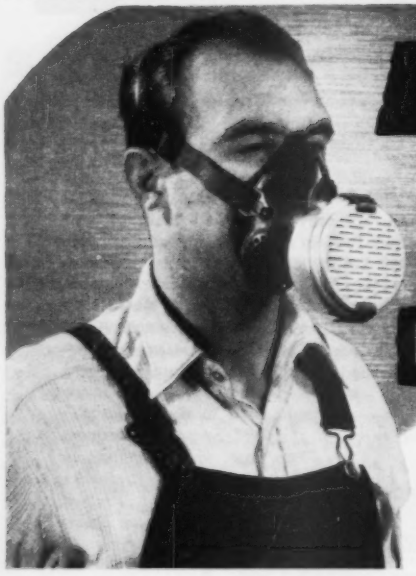

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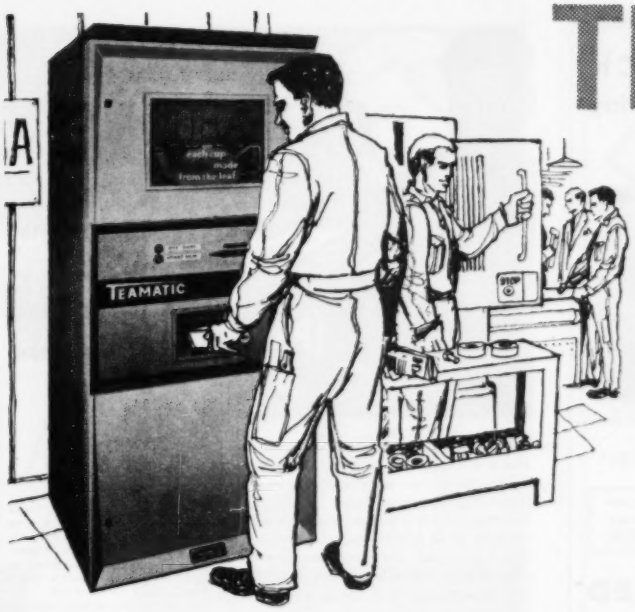

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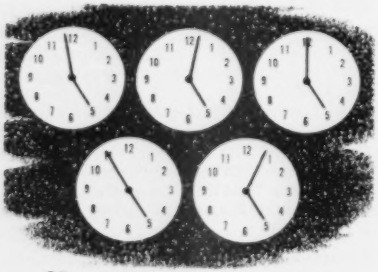

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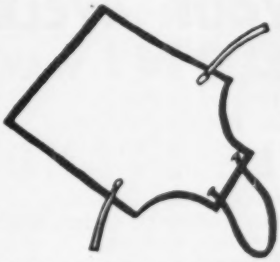

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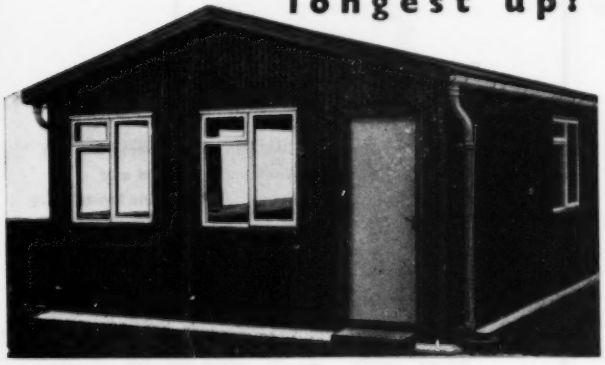

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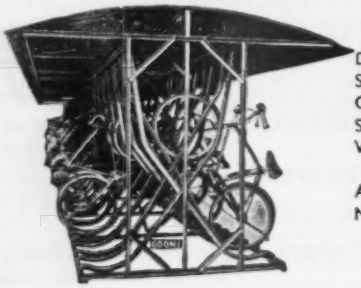

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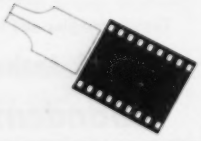

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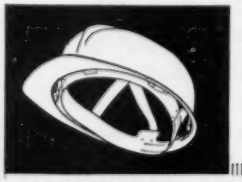

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Medcalfe & Co. (1950) Ltd.
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Cox & Co. (Watford) Ltd.
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Remploy Ltd.
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Scottish Industrial Catering Co.

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Clean Walls Ltd.
Edwards, N. A. W., & Co. Ltd.
General Cleaning Contractors Ltd.
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Leeming Bros. Ltd.
Strand Cleaning Services

CLOAKROOM FACILITIES
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Valor Co. Ltd.

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Garrould, E. & R., Ltd.
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Monogram Overalls
Pantyfe Ltd.
Remploy Ltd.
Supercraft (Garments) Ltd.
Sketchley Overall Service Ltd.
Whaley Bridge Manufacturing Co. Ltd.
Wheeler, H., & Co. Ltd.
Wood, Harris & Co. Ltd.

PAPER TOWELS
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Harcraft Ltd.
Kimberly-Clark Ltd.

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